FROM THE VICE PRESIDENT

PROGRAM REVIEW

For those Facilities Management (FM) teammates that had the opportunity to attend one of our six Town Halls, we talked a bit about Program Review and what a fantastic opportunity it is for us to get great feedback. I am a firm believer that when you look in the mirror, you can only see what you already expected to see. It is very difficult to see your own beauty and your own blemishes. Program Review is a way for us to get that feedback – beauty that we can celebrate and blemishes that we can correct.

There are three phases to the program. First, we held an internal survey that all FM employees were invited to participate in. We had an amazing 83% response rate. (Thank you!) This survey lets all of us hear our voices heard and the feedback that was provided was wonderful. We received comments that fall into both the “beauty” and “blemishes” categories such as the following quotes:

- “It is critical to the mission of the University to have great facilities and grounds to provide world class teaching facilities to further attract good students, faculty, and staff.”
- “The people within Facilities Management are committed to high quality customer service.”
- “Sometimes the separate groups work in silos, making it harder to accomplish our goals.”
- “With the right tools, materials, and training to keep updated on new technology, we would be able to really excel in our work.”
- “I have witnessed, and participated in, situations where individuals and groups have come together to solve a problem and execute a solution.”

At our Town Hall, we celebrated the “beauty” and received additional feedback from the team on how best to tackle the “blemishes.” Two big changes that came out of this were that we are going to get away from the practice of making technicians buy their own tools and use their own vehicles. It will take us a couple of years to get all of the new tools and vehicles purchased, but we are starting immediately.

Second, we surveyed 1,251 of our customers. The biggest opportunity from that survey is that customers would like additional training on how to place a service request. They are also looking for us to better communicate the status of their open requests and improve the communication on request close outs. Our long term goal is to automate all of these with the handhelds, but we do need to find an interim solution, so please get any ideas you have in to me or any of our Directors.

Continued on page 4
With architectural projects at every scale, every project is an opportunity to apply what has been learned in the past, to solve a new problem, whether it’s meeting a unique laboratory need or digging a deep basement in an urban setting. Just as NU is home to researchers at the leading edge of their fields, FM is working on projects at the leading edge of design and sustainability. Stone is thrilled to join the NU Facilities Management team, and explains, “This is serious business, but we can still have fun along the way.”

VROOM-VROOM

Effective January 1, 2016, Computer/Electronic Recycling and the Motor Pool will be joining the FM family. The Motor Pool Office is located in the rear parking lot of 2020 Ridge.

A big welcome (left to right) to Bobby Jo Slusher, Evan King, and David Kite.

January, 2015

■

For the University Club of Chicago, the 2015 Holiday Party will be held at Norris University Center, 2nd Floor, Louis Room, Tuesday, December 22 from 12:00 to 3:00 p.m. Tickets $25 or $10 for UCC members. For more information, call 787-2108.

NU Partners for Energy Efficiency

This Fall, Northwestern took a big step toward leadership in energy and sustainability by joining as a partner in the ENERGY STAR® program managed by the U.S. Environmental Protection Agency (EPA). The EPA has expanded the ENERGY STAR program to serve as a national platform for addressing market barriers in order to deliver energy efficiency improvements and greenhouse gas reductions.

One initiative is Portfolio Manager, the largest U.S. database for benchmarking building energy use. Northwestern is up and running with Portfolio Manager, with 224 facilities reporting energy and water use on a monthly basis. ENERGY STAR also provides energy management and tracking guidelines that have become industry best practice standards. Which NU will use to move our energy management program forward and achieve our goal of a 20 percent reduction in energy use intensity by 2020.

Northwestern also joined the U.S. Department of Energy’s (DOE) Better Buildings Challenge, which supports commercial and industrial building owners by providing technical assistance and proven solutions for energy efficiency. The program also provides a forum for enhancing collaboration and problem solving. Joining this initiative commits Northwestern to three actions: 1) Conduct an energy assessment of the university’s building portfolio and pledge an organization-wide energy savings goal; 2) Showcase an energy efficiency project and implement a plan to achieve lasting energy savings; 3) Report results by sharing cost-effective approaches for saving energy and performance data that demonstrate the success.

These new partnerships, along with NU’s participation in the EPA Green Power Partnership, show the university’s commitment to reducing carbon emissions and using resources efficiently.

Read more about the award at www.northwestern.edu/sustainability/news/.

Puzzle Corner

Below, 10 countries have been broken into chunks of letters.

These chunks have been mixed up, no chunk is used twice and all chunks are used.

Can you determine what the 10 countries are?

Send your answer in an email to fm-newsletter@northwestern.edu

Prize: Wow! The coolest coasters ever. Must repeat—wow!

(May be slightly subjective.)

Deadline: Must be received by December 17, 2015.
NO NEWS IS NOT GOOD NEWS

In Facilities Management (FM), we don’t always think of what we do as servicing customers. We repair leaking pipes or order new laptops, maybe adjust the temperature in one section of a building; but we may not see it as “customer service.”

In an article entitled “Turning Complaints into Kudos” from Building Operating Management magazine, were some very interesting statistics and techniques relating to facilities maintenance organizations needing to improve customer service. Its main theme reinforced the importance of customer feedback. The article stated that “fewer than half of unhappy customers ever bring a complaint to the FM organization’s attention.” And those that don’t make an actual complaint, tell an average of 11-15 other people how poor their facility service is!

When a customer complains they are giving FM an opportunity to right their wrong. When they disconnect and feel as if their feedback is not going to be heard or acted upon. That is a dangerous mindset for university customers to have on any campus.

Additional highlights from the publication went on to explain the importance of listening and not just hearing a customer. “Listen more than you talk!” Understanding their request and seeing the issue from their perspective is very effective in resolving the problem. There will be times when a simple apology is ultimately the most effective conflict resolution tactic an FM customer service employee can use. By apologizing, you let the customer know you have made a mistake, but have the tools and skills in place to correct the problem. At the same time the fine art of saying “no” to a customer was also discussed. We all will deal with what is classified as the “barnacle” customer—one that believes he is entitled to unrealistic extras. Make sure you deliver the normal services that this customer should receive. Maintaining standard service performance here is key. There was also advice for dealing with “high-roller” customers—those that expect the very best and are influential. It is of utmost priority to pay attention while maintaining accurate data on delivered services. In this case you must also be able to justify why your support and decisions are the right fit for their needs.

The most important thing to remember in a service oriented business or organization, is that customers are the barometers of the business. Every interaction is a new opportunity to represent FM. Having customers that know who to go to for a problem, and having that customer feel comfortable, and confident that there will be a solution to that problem, is our ultimate goal. Perfecting the the communication process is the key to turning challenges into accomplishments.

Keep in mind, that although we report to a supervisor, the person we really work for, is the person whose laptop we’re fixing or corkboard we’re hanging.

Allie says:

“Restarting your computer at least once a week is a good idea. It helps install Windows updates and refreshes the system’s resources.”

A LASER IN MUDD

Lasers are very particular. In order to be properly aligned and focused, they require an environment with very stable temperature, humidity, and vibration. As researchers investigate smaller and smaller particles, their lasers become increasingly sensitive to variations in environmental conditions. At Northwestern, physicists and chemists from the Weinberg College of Arts and Sciences are at the forefront of laser spectroscopy research, using some of the world’s most sophisticated, and sensitive, laser instruments.

The conditions required by these instruments demand a level of environmental control that are difficult to achieve in the context of the Technological Institute’s (Tech) 1930s infrastructure. Fortunately, an untapped resource for high-quality laboratory space lies nearby—Mudd Library. A plan is in development to expand Mudd Library both horizontally and vertically, nearly doubling the footprint of each existing floor, and adding two additional stories.

The north campus library will remain on the second floor, at the heart of the building, but be used primarily for collaborative student resources—study rooms, open study space, teaching spaces. The library will remain directly connected to the Tech complex through the existing bridge. Laser research laboratories will occupy the ground floor, taking advantage of the low vibration levels, and new state-of-the-art temperature and humidity control systems. The top three floors of the expanded building will be left open in anticipation of future growth in science research.

The expansion of the Mudd Building into a hybrid laboratory-library resource will serve to help the University grow and advance its research mission while providing new opportunities for students to engage with each other and with scientific research.

The Seeley G. Mudd Fund donated $1.4 million toward the library’s construction which began in March 1976. The completed three-story structure with almost 44,000 net square feet of floor space, opened its doors to the public on July 25, 1977.

It has proven to be a flexible building that has accommodated many changes over the years.
Some of the quotes from this survey include:

- “FM employees are friendly and helpful. The work completed is of high quality.”
- “Contacting customer service is easy and they are quick to respond.”
- “Regularly, it feels like different areas in FM are not communicating with each other when they should be.”
- “I would love to see Facilities be more proactive instead of reactive.”
- “Overall our project manager have been very effective with these projects.”

The third part of Program Review consisted of bringing in industry leaders from higher education facilities and two of our peer industries—healthcare and hospitality. We had senior leaders from Carnegie Mellon University, Carolinas Health and Disney look at a variety of data, and had them interview both internal and external staff. Although their final report has not come in yet, they did have a chance to provide some feedback, which was very consistent with what we learned from our internal FM survey, as well as our customer survey.

We have many “best in class” programs in place and even better improvements that the team is working on. They pointed out the same communication and follow-up concern identified in the customer survey, and noted that our overall level of service is very good.

One common thread that I think makes FM at Northwestern special, is our level of engagement. The above graph from our internal survey shows that 79% of us feel “engaged” by what we do. We get a sense of higher purpose from the work that we do and that very much comes across in the quality of the work. Regardless of what division within FM we work in, I have personally seen our people going the extra mile. No matter how many times I see it, it never gets old and it makes me so proud to be a part of your team. We do have things to work on to get even better and I wouldn’t have that any other way. With the engaged people that we have, I am excited to see where we are going.

Most importantly, THANK YOU. Thank you for your hard work, thank you for your engagement in what we do, and thank you for ensuring quality in how we do it.

To learn more about the history of the Program Review at Northwestern, visit http://www.adminplan.northwestern.edu/program-review/history-benefits-purpose.html
In the fall of 2004, Northwestern’s School of Continuing Studies embarked on an exciting journey to transform their outdated space at Wieboldt Hall on the Chicago Campus. Along the way, the School of Continuing Studies changed its name to the School of Professional Studies (SPS), expanded its student base, increased its academic offerings and online distance learning, all while continuing its mission of being a lifelong partner of adult learners who seek a superior educational experience at Northwestern University.

The first step was to study the existing facility to determine what needed to be done to meet the requirements of students and faculty. Initial discussions between Facilities Management and SPS identified that the number of classrooms needed to be increased, while also providing communal spaces for students. Although all improvements would be technologically driven, creating a state of the art teaching facility, designers wanted to improve comfort for occupants as well.

The two phase renovation, headed by SmithGroup architects (Phase I) and Bailey Edwards Architects (Phase II), placed classrooms on the fourth, fifth and seventh floors while relocating staff and faculty to floors six and eight. Elevators were modernized, rooftop air-handler units were installed, and major utility risers, safety systems, and single pane windows (over 350) were replaced. The Chicago Avenue lobby, received a new reception desk and media screens, and its historic lights and stencil painted beams were refurbished. Phase I received a LEED Gold CI (Commercial Interior) certification and Phase II is currently under review.

Eleven years after its inception, the project is complete and the result is a beautiful, state of the art teaching environment. Visit http://updates.sps.northwestern.edu/ to see more of SPS’s exciting transformation.

Will says:

“For anyone using SQL or FAMIS and needs all caps, highlight the word and click Shift+F3 to cycle through upper case, lower case, title case.”
**NORTHWESTERN GOES WEST**

Alumni Relations and Development has opened a West Coast Regional Office at 44 Montgomery Street, in San Francisco, CA, which will serve 26,000 alumni in California. Having a physical presence in the region will help Northwestern more effectively build community and secure philanthropic support.

In 2016, Northwestern will be opening additional offices in at the Montgomery Street location for academic and administrative space for the Medill School of Journalism, Media, Integrated Marketing Communications, the McCormick School of Engineering, in conjunction with a central University event/assembly space. These programs will provide both undergraduate and graduate students with the opportunity to study, work and learn with the top technology companies and entrepreneurs in the world. It will allow NU to partner with major technology and new media companies in the area.

The San Francisco Medill program will be focused on both IMC and journalism and will include year-round options for undergraduates (innovation quarters and residencies) and graduate students (innovation quarters, global programs and summer immersion). The McCormick School of Engineering will provide a variety of programs for undergraduates in the San Francisco facility. These programs will connect with Medill’s M.S. program in Integrated Marketing Communications (IMC) via “data analytics” or “software and journalism” stand alone (design, data analytics, robotics, computer science).

Event space within the same suite will serve as a common meeting place for the Northwestern Community, affiliates, and collaborators in the San Francisco area and the broader west coast. The space will support a variety of event formats including formal presentations, receptions, and small conferences.

**SUSTAINABLE SHARING**

In October 2015, staff members from the Office of Sustainability attended the annual Association for the Advancement of Sustainability in Higher Education (AASHE) conference in Minneapolis, MN. The event was an opportunity to learn about best practices and share ideas with other sustainability professionals working in college and university settings. Here are some of the key insights the team took away from the event:

**Focus on efficiency.** Universities are increasingly integrating energy efficiency into design, construction, and renovation.

**Innovate for energy savings.** Leading efficiency programs use both well established and innovative strategies for reducing energy use.

**Engage the community.** Engaging building occupants is critical to successful energy management. Better energy measurement along with dashboards and other tools can increase campus engagement.

**Measure environmental literacy.** Strategies for assessing environmental literacy include sustainability surveys and reviews of student portfolios.

**Manage surplus for sustainability.** Effective surplus operations, such as programs to repurpose old residence hall or office furniture, can save money and reduce waste on campus.

To learn more about sustainability services available at NU, visit http://www.northwestern.edu/fm/services/recycling.html.

**OLDE MUSIC**

Built in 1874, the Music Administration Building (MAB) is one of the oldest on the Evanston campus. It was originally constructed as the Evanston College for Ladies. As enrollments increased, two additions expanded the original structure. It served as a home for the Women’s College until 1938.

For a brief period, MAB housed Northwestern’s Student Union before it became home for the School of Music in 1940. With completion of the Ryan Center for the Musical Arts, the building has been vacated by the School of Music, and its future role for the University is being decided.

With the goal of elevating one of Northwestern’s historic assets, Facilities Management is working with University Administration to conduct an analysis of the building to develop a plan for its use. In conjunction with the Campus Master Plan, a vision will be developed for MAB’s southwest campus district, better linking downtown Evanston with student residential, academic, and administrative uses in the area. This feasibility study was recently awarded to Westlake Reed Leskowsky (WRL). As Northwestern strives for social, economic, and environmental sustainability, the University will be pursuing LEED Gold certification for this upcoming project.

As Paul Weller, Director of Facilities Planning stated, “Northwestern has such a rich architectural history and this project is emblematic of so many facets of the campus. It allows us to celebrate our institution’s past while cutting a clear path toward an exciting future.”

▲ (left) 44 Montgomery Street, San Francisco, CA; (right) photo of the main lobby.

▲ (far right) Rob Whittles, FM Director of Sustainability at AASHE conference.

▲ (right) Rob Whittles, FM Director of Sustainability at AASHE conference.
As part of a Service Delivery Initiative kicked off by NU Executive Vice President Nim Chinniah, Facilities Management (FM) and other service departments are working to create a customer-friendly, “hassle free” environment for faculty and staff. The university’s service departments include the Budget Office, Financial Operations, Human Resources, Information Technology, University Police, and University Services, in addition to FM. Each of these departments has created short-, mid-, and long-term projects that will improve life at Northwestern.

FM’s short-term projects include:

- **Improve public spaces** such as lobbies and common corridors (e.g. lighting, furniture, consistency of signage, restroom location and access)
- **Improve the cleanliness and appearance of spaces** through better janitorial standards and delivery
- **Improve the Ally program** through consistent communication

Two sub-working groups were formed to improve onboarding and communications.

Noel Davis and Oya Celikbelik are part of the group to improve the onboarding experience for new Northwestern employees. One of FM’s projects to improve the experience of new employees is to replace all of the roughly one thousand legacy magnetic-strip card readers and Marlok key readers on the Evanston campus with new touch-type card readers. The new readers are part of a university-wide transition to newer, more secure WildCARDs.

All new campus community members will be issued the more secure WildCARDs and over time existing students, faculty, and staff will receive them. This project will make it easier for new faculty, students, and staff because they will have one credential – the WildCARD – that will open all the electronic locks they have access to.

Jay Vaught, Oya Celikbelik and Liz Schaps are currently representing FM in the communications sub-working group which has worked diligently to improve communications to the NU community. One example of the progress the group has made is improving the HR open enrollment emails.

Other improvements have been made, too:

- FM and the other service departments have added organization charts to their websites that use a common layout and include individuals’ contact information. This consistent format makes it easy to understand each department’s structure as well as see how to get ahold of the person you want.
- All the service departments will have a communications liaison, who will help coordinate and manage emails and other messages to the university community. FM’s liaison is Oya.
- The communications group has developed an email checklist to help create effective emails. The communications liaisons will use this checklist as they review and improve their department’s email.


For questions or comments, please contact: [fmnewsletter@northwestern.edu](mailto:fmnewsletter@northwestern.edu)