FROM THE VICE PRESIDENT

ORGANIZATIONAL CHANGE

Wow, what a scary title for an article in our newsletter! The truth is that it shouldn’t be scary because we are changing our organization every day and always have been. Our organization is made up of people and our people are learning and growing every day. If our people are changing every day then the organization that they are a part of is changing every day.

When we stop learning and growing and our organization stops changing, then we should be scared. Northwestern is growing at an unprecedented pace. We have four times the amount of construction active right now than we have historically had. We have construction on our Evanston, Chicago, San Francisco and Qatar campuses. We have construction going on for each of our colleges and schools. When all of that construction is done and occupied, we will have to operate and maintain those buildings. Planning, designing, building, operating and maintaining our campuses is what our people do – it is what our organization does.

Increasing our pace and our scope of responsibilities has been possible because of the engagement and expertise of our people. We are learning and growing every day and changing our organization by doing so.

At our last Town Hall, I asked each of us to help improve how we deliver service. Our end users – our students, researchers, faculty and staff – have important jobs just like we do. They don’t have the time to distinguish between our various departments. That means that we need to deliver our services seamlessly. We are and need to be “one FM.” We need to listen to what our end users need and figure out how to deliver it – not make them try and figure it out. We do this pretty well for the most part, but I still occasionally hear someone from FMO tell a customer that they need to contact FMDC or vice versa. I want to celebrate the day when I never hear that again – we are “one FM” and we define great service as fully and completely taking care of their needs so they can focus on their jobs.

Also at our last Town Hall, we talked about our Mission and Vision statements. As our people have learned and grown, there was a need for these unifying precepts to learn and grow. I asked for participation in looking at them and am proud to say that we received a lot of participation from throughout the organization. Thank you! You continue to impress me with your engagement. The Mission and Vision Statements that received the most votes are:

Mission: We build and maintain a Northwestern that educates, enriches, and engages.

Vision: We will deliver effective and reliable services as a collaborative and valued partner.

Taken together, these two statements should help unify us. None of our departments can deliver on these promises alone. But together, as “one FM”, we have the right people, the right engagement, and the right expertise to consistently deliver.

Keep learning, keep growing and keep changing our organization.

WELCOME TO OUR NEW STAFF

Josephine Le Mieux-Murphy
Construction Project Administrator

Christina Sanborn
Associate Vice President

STAFF CHANGES

Noel Davis has been promoted to Assistant Director Planning from Senior Facilities Planner.

Patrick Nelson has been hired as a full-time Customer Service Representative.

Facilities Planner, Julia Winter, has been promoted to Senior Facilities Planner.

RE-CREATING CHRISTINA

I can’t think of a time in my career when I’ve been more excited to join a team. Those of you that I’ve met have each offered me such a warm welcome, and I can’t wait to meet each of you as I get to know the team.

Coming from the Carolinas, I will have to make some adjustments. I’ve purchased a warmer coat and some boots. I now own a purple sweater and I’m trying to extract “y’all” from my daily vocabulary.

As a young architect, my first job was as a facility planner. In grad school, I worked on research in design informatics and robotics in construction, and thereafter in a traditional architectural setting. I was employed in New York City as a technical curtain wall consultant before moving to Cleveland, where I focused on medical and educational planning, design and operations. In 2006, Cleveland Clinic hired me as a planner and designer. Subsequently I launched and lead the hospital’s first sustainability program.

During my tenure as sustainability leader, I worked with the cleaning teams, facility managers, construction team, food service, design professionals, physicians, staff, community, board, farmers, universities, local government, foundations, and patients to transform the campus culturally and physically. In 2012, I joined Carolinas HealthCare System in Charlotte, NC, where I was tasked as a change agent to help the facilities management team tackle energy efficiency, establish metrics, shift culture and become more sustainable.
MARCH
9 - Michael Czarnecki
8 - Timothy Roland
7 - Theodore Karling
6 - Hannah Rotmensch
5 - Hanako Sometani
4 - Kevin Holm
Julia Winter
3 - Bruce Jaime
Terrence Reedy
10 - Richard Balkcom
9 - Jeffrey Hearne
7 - Philipose Koshy
6 - Manuel Rubio
5 - Wilton Bennett
4 - Patrick Nelson
3 - Aidan O’Gorman
2 - Jack Tucker
APRIL
14 - Angela Berliant
12 - Servando Olguin
9 - Carl Spencer
8 - Bruce Trippe
7 - Francisco Martinez
6 - Hannah Rotmensch
5 - Hanako Sometani
4 - Kevin Holm
3 - Bruce Jaime
Terrence Reedy
10 - Richard Balkcom
9 - Jeffrey Hearne
7 - Philipose Koshy
6 - Manuel Rubio
5 - Wilton Bennett
4 - Patrick Nelson
3 - Aidan O’Gorman
2 - Jack Tucker

FM Customer Service is now available by phone on both campuses,
Monday - Friday
from 7:00 am – 7:00 pm.
Evanton (847) 491-5201
Chicago (312) 503-8000

Birthdays
MARCH
3 - Bruce Jaime
Julia Winter
4 - Kevin Holm
5 - Hanako Sometani
6 - Hannah Rotmensch
7 - Theodore Karling
Timothy Peterson
8 - Timothy Roland
9 - Michael Czarnecki
10 - Tina Dace
Ryan Malec
12 - Rickey Jarrell
15 - Michael Miller
Vanessa Niedzwiedz
16 - Michael Bochenek
19 - Salvador Montoya
21 - Jorge Encarnacion
Steven Lovejoy
25 - Kenneth Kriese
26 - Spencer Godfrey
28 - Franklin Anderson
Daniel Cunningham
Randy Nimsager
30 - Robert Buckman

APRIL
2 - Edward Sepkowski
Justin Witt
3 - Vince Imburgia
David McCrory
Luke Smith
4 - Patrick Nelson
5 - Wilton Bennett
6 - Manuel Rubio
7 - Philipose Koshy
9 - Jeffrey Hearne
Thomas Walsh
10 - Richard Ballcom
Terrence Reedy
13 - MaryPat Pyles
14 - Anthony Tokich
15 - Jay Baehr
John Moore
19 - Stephen Burke
John Gonsior
Richard Nemec
20 - Vincent Geraci
Alicia Kranjc
21 - Susan Budinsky
23 - Keith Barr
24 - James Giuseffi
25 - Tiffany Kukwka
26 - Michael Majesty
Joseph Saik
Karen Willoughby
27 - Charles Davidson
Kevan Murray
29 - Jessica Abrams
29 - Phi Trung Quach
30 - Lucy Friedman
Harry Myatt
David Newton
Andrea Ohernmtt
Benjamin Vinzons

MAY
2 - Raymundo Lopez
3 - Aidan O’Gorman
15 - Stanley Sienko
19 - Trevor Patrick
19 - Andrew Szczepanski
20 - Daniel Jimenez
21 - Randall Ferguson
21 - Michael Gagliardo
21 - Marzena Pedzinska
26 - Jennifer Iversen
26 - Jay Vaught
27 - Richard Rohrer
28 - Jonathan Weiss
30 - Robert Carlton
31 - Scott Anderson
31 - Timothy Keller
31 - Bahar Urite

Northwestern has made the decision to switch from dual-stream recycling collection to a combined, or “mixed recycling,” collection because studies suggest that this will increase collection rates. In addition, collecting paper and cardboard together with cans, glass, and plastics will bring us in line with residential recycling practices in the cities of Chicago and Evanston.

As we make this change, we will continue to use existing recycling bins, but will replace the lids and labels to highlight this new collection practice. This switch is happening over the next few months and is accompanied by communications and training for our custodians and the Northwestern community. We will update bins and labels in public and high traffic spaces first, then work with building occupants to address restricted and more private areas. We expect to update common areas to reflect the new program by the end of April, 2016. During this transition, recycling collection will continue in all facilities, so those on campus should continue to make use of recycling bins. The only difference will be that it will no longer be necessary to keep paper and cardboard separate from plastic, glass, and cans.

To request new recycling labels or bins, please contact Julie Calihane in the Office of Sustainability at recycling@northwestern.edu or 847-467-1374. To learn more, go to www.northwestern.edu/recycle.

**PUZZLE CORNER**

What is the rough total gross square footage of all Northwestern University owned buildings, on the Chicago and Evanston campuses?*

A. 13.7 million gsf  
B. 14.6 million gsf  
C. 12.9 million gsf  
D. 15.1 million gsf

*Includes the new Kellogg International Hub.

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

**MIX IT UP**

As of February 15, 2016 Northwestern moved to “mixed” recycling collection, which means that all recycling (paper, cardboard, plastic, cans, and bottles) can now be collected together in the same recycling bin.

One of Northwestern’s sustainability goals is to achieve a 20 percent reduction in waste to landfill by 2020. Increasing our diversion rate, which is currently 39 percent, through improved recycling is one of the key initiatives that will help achieve this goal.

What is the rough total gross square footage of all Northwestern University owned buildings, on the Chicago and Evanston campuses?*

A. 13.7 million gsf  
B. 14.6 million gsf  
C. 12.9 million gsf  
D. 15.1 million gsf

*Includes the new Kellogg International Hub.

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

Prize: Mousepad extraordinaire up for grabs!

Deadline: Must be received by March 28, 2016.
CONSTRUCTION UNDERWAY WITH SIMPSON-QUERREY

On October 22, 2015, the big rigs started setting up. By November 4, drilling had started and concrete was being poured into the ground. The foundations and underground construction for the new Louis A. Simpson and Kimberly K. Querrey Biomedical Research Center on the Chicago Campus had begun.

There are 96 caissons ranging in size from normal (2’ to 6’ diameter) shafts, to gigantic (10’ diameter shafts and 22’ diameter bells) set 80’ to 90’ into the ground. The five 10’ diameter caissons are some of the largest belled caissons ever installed in Chicago and required special multi-day procedures to install. The hard-working team completed the caissons on February 10, 2016.

After the caisson installation was completed, the contractors started on the earth retention system (ERS). This involved driving 75’ long steel sheeting into the ground to support the surrounding earth, buildings, streets and sidewalks, so that the excavation can begin without adjacent streets and buildings sliding into the site. The west side of the excavation will be approximately 18’ below the existing Lurie Building sub-basement. It will require additional sheet piling to prevent the undermining of the Lurie Building.

The ERS process of sheeting, with three levels of external tie-backs and internal cross site bracing and excavation, will take eight months. Work is anticipated to begin on the above ground structural steel framing in Spring 2017.

Photos below: (left) Drill bit used to make hole for caissons; (right) Caisson temporary liner.

ASSET TAGGING PROCEDURES BEGIN

On January 4, 2016, a process to place barcodes on equipment throughout both campuses started. The types of equipment that are being barcoded include: fire dampers, fire doors, emergency eyewash stations and all equipment in mechanical rooms. A company called Facilities Survey, Inc. is handling the barcode placement.

All academic and office buildings are slated for tagging. To date, equipment in 2020 Ridge, McCormick Tribune, Catalysis Laboratory, Ryan Music Center, and Cook Hall have been barcoded in Evanston and Ward Memorial in Chicago. A schedule will be available on the FM Portal that will inform personnel as to which buildings have been completed and which are on deck for tagging.

Buildings are constantly being built or renovated at a rather rapid rate. A process is being developed where manufacturers’ manuals, and any other pertinent materials, will be given to the FM Reliability Engineer for entry into FMIS, before being passed along to new equipment owners as equipment is moved.

The overall hope of this project is to improve the inventory count of our physical assets and to maintain the information, keeping it updated and accurate.

Should you have any questions on this project, please contact Reliability Engineer, Samantha Westerhof at Samantha.Westerhof@northwestern.edu.

Effective January 1, 2016, University Services functions have been reassigned to the following four areas:

**Auxiliary Support** (in the Office of Change Management)
- Copyright Clearance
- Chicago Fitness Program
- Fuel Cards
- Equipment Maintenance/Calibration Services
- Mail Services
- Sodexho Catering Recharge
- Trademark Licensing
- Travel Services
- Vending
- Wildcard Operations

**Facilities Management**
- Computer and Electronic Recycling
- Motor Pool

**Procurement and Payment Services in Financial Operations**
- Copier Management Program
- Internal Moving Services
- Laboratory Supplies and Services
- Marketing and Communications
- Printing and Duplicating Services
- Shipping and Receiving
- Wildcard Advantage Program and US Bank Relationship

**Safety and Security** (formerly University Police)
- Chicago Parking
- Transportation/Shuttle Services
INTEGRATED SOFTWARE SOLUTION

This past fall, Facilities Management and NUIT began a software selection initiative to find an integrated software solution to replace FAMIS, SIMS, and Projecto.

FAMIS is a work order management system that was implemented in FY2009; Projecto is a project management system implemented in FY2000; and SIMS is a Space Management system, implemented in FY2000. All three systems require replacement to address current business requirements. In addition, none of the systems are fully integrated with the Human Resources systems.

The software must support the restructuring of FM’s business processes and our new service delivery model. FM has heard from customers, FM employees and program review that our current systems do not meet all their needs. The new software will allow all users’ access to dashboards and data in a customizable format.

In February and March 2016, four software vendors made presentations to NUIT, FM and many customers. After input from FM staff and customers, software will be selected and will be implemented in phases over the next two years. Once the implementation team is in place there will be a summer kickoff to announce the timeline and project teams.

In preparation, there are many decisions to be made and projects to undertake prior to the implementation. A project list and actions items will be posted on the FM Portal (and will be updated regularly for staff to review.

If you have questions or feedback, please contact George Badillo at g-badillo@northwestern.edu or Liz Schaps at l-schaps@northwestern.edu.

Sue says:

In Projecto, you can see a PO with all of its invoices. Here’s how...

1. Click on the PO number while holding the shift key.
2. The PO will appear first, followed by all the related invoices.
3. At the bottom of the screen, it will show the amount committed (i.e., PO amount), the amount spent (i.e., invoice total), and the Net Balance (amount available).

Note that the net balance may not truly be available, as it represents the information as of the last daily.

2020 RIDGE AND THE EVANSTON CAMPUS

Big changes are coming to 2020 Ridge, and they impact the entire Evanston campus. For the first time since the Office of Alumni Relations and Development moved out in 2012, 2020 Ridge will soon be fully occupied. Plans are in the works for the relocation of Procurement Services, Risk Management, and Accounts Payable from the second floor to the fourth floor. But that’s not all. We’ll soon be getting new neighbors on the third floor as University Relations moves out and NUIT moves in. This building-wide shuffle is representative of a sea change happening across the university.

You may have noticed that Northwestern is having a growth spurt, particularly in administrative staffing. This recent expansion has put a strain on existing available space, and means that the university has decided to look for rental opportunities in Evanston to meet our needs for office space. Some of the groups targeted for relocation into rental space—most notably the Chase building at 1603 Orrington—include University Relations, Global Marketing, Audit & Advisory Services, and the Office of Compliance.

Moving these groups will be the first “domino” in a multi-step, multi-year process that will impact at least six buildings, require at least nine projects, and involve nine departments and groups, including Facilities Management.

It’s a complex scenario involving several steps, and it will affect many FM staff. Coordinating detailed projects like this is becoming increasingly commonplace. Think back to summer 2014 and the series of projects related to the Kresge renovations. The upcoming few years will be no less active, and the projects just as intertwined—a fun challenge for planners and project managers alike!

Spring’s coming. Keep an eye out for changes on campus.
LOOKING BACK TO SHAPE THE FUTURE

Two of the oldest buildings on campus are undergoing full evaluations of how they can be adapted to best serve Northwestern for the next generation. The Music Administration Building and 720 University Place (the former Music Hall and current home to Human Resources), as well as Lutkin Memorial Hall, all formerly served the School of Music with teaching rooms, practice rooms, and a recital hall. With the completion of the Ryan Center for the Musical Arts, The Bienen School of Music has moved operations, providing a unique opportunity to study a new and exciting use of these facilities in conjunction with 720 University Place. These studies will include an analysis of the historical preservation opportunities as well as a review of all existing building systems, code and accessibility compliance studies and recommendations, and evaluation of the overall condition of the buildings.

To study the how these building can best be used, and to conceptualize creative and sustainable design solutions, help has been enlisted through Ann Beha Architects and Westlake Reed Leskosky (WRL), two firms with exceptional design experience in higher education, historic preservation, and adaptive use of space. In addition, WRL is studying the relationship of this southwest portion of campus and its connection to the City of Evanston to promote a welcoming and engaging site plan, both for the university and the community.

A unique opportunity to bring these renowned firms together to help initiate conversations and plans for the full potential for the southwest portion of campus occurred on February 10, 2016. These feasibility studies and conceptual designs are progressing in conjunction with Sasaki’s master plan development for the university.

“PEANUT ROW” BECOMES NEW RESIDENCE HALL AT 560 LINCOLN

Located just north of Kemper Hall, on a site formerly known as “Peanut Row,” 560 Lincoln is the first new residence hall to be built on the Evanston campus since 2002. Part of the university’s 10-year master plan, this new residence hall has been designed to reflect the architecture and campus character that surrounds it while still having a modern and functional floor plan.

The multi-story residence hall will provide 422 beds in a modified suite-style layout. It will feature ample study, social and common lounge spaces that are intended to foster a sense of community and encourage collaboration. The residential level lounges are two-story spaces with the lounge on one level and a balcony with kitchen above. Each lounge will have its own flight of stairs connecting the two levels. The ground floor will include a multi-purpose room and central lounge. These spaces can be configured in multiple ways to accommodate the needs of student groups, large study sessions, community dinners, performances and special events.

The exterior façade of the building will be primarily brick to reflect the residential architecture of the Evanston campus. Portions of the first floor will be clad primarily in a glass curtain wall system with limestone accents to echo the public use of the common space and lounge areas located on this level.

As part of the university’s commitment to sustainable building design, this project will pursue LEED silver level certification as outlined in the US Green Building Council’s building rating system.

The project is currently under construction with anticipated fall quarter 2017 occupancy.

The design team for the project includes William Rawn Associates of Boston in association with Nagle Hartray Architecture of Chicago, AEI-Affiliated Engineers for MEP & FP and GRAEF-USA as structural engineers. General Contracting services are being provided by W. E. O’Neil Construction Co.