

## FROM THE VICE PRESIDENT

### TRUST = TRANSPARENCY + CONSISTENCY + ACCURACY



▲ John D'Angelo, Vice President for Facilities Management.

We are busy! That is a wonderful thing. Our team is entrusted with keeping today's campus running safely and efficiently while shaping the campus for Northwestern's future. I can't think of a better time to be at Northwestern. There is something about being trusted and being needed that really drives home how valued we are.

Trust is not something that is given—it is something that is earned. Our team has earned that trust based on everything that each of us does day in and day out and have been doing for a very long time. Trust is not something that can be taken away, but it is too often given away in life by not living up to promises. Each of us has stories of people in our lives that we trusted but no longer do because they gave away their credibility.

As an organization, how do we ensure that we never do that? The simple answer is not to promise what we can't deliver and to deliver on every promise that we make. Translating that to reality when we have half-million touch points and tasks that we are completing each year is a lot harder as each touch point and task is really a promise that we are making to someone.

To keep our credibility with this kind of pace, we need to accomplish three things: Transparency, Consistency and Accuracy.

Transparency means that we own up to our mistakes, we publish our processes, we communicate our intentions, and we follow up on our delivered outcomes. When we are not transparent, we make people guess our intentions and that always causes a gap between their expectations and our delivered promises. Those gaps are what erodes credibility and trust. As an organization, I want us to be 100% transparent.

Consistency means that our processes and people are strong enough to deliver the same outcome each and every time. If I add one plus one on my calculator and don't get the same answer each and every time, then I will throw that calculator away because I no longer trust it. If I say I am going to pick my son up after school, I had better be there each and every time or he is not going to trust me to be there when he needs me for something else in life. If we are transparent and consistent, then we leave no room for misunderstandings. I want us to be 100% consistent.

Accuracy is a measure of the difference between our prediction and what was actually delivered. Financially, the difference between our predicted and actual annual cash flows is our accuracy. On projects, the difference between our predicted and actual cost and schedule is our accuracy. On Preventive Maintenance, the difference between scheduled and completed is our accuracy.

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## WELCOME TO OUR NEW STAFF

- Theodore Axford**  
Utility Worker
- Kathia Benitez**  
Director, Office of Sustainability
- Daniel Block**  
Construction Project Administrator
- Jessica Bollhoefer**  
Director of Strategic Initiatives
- Yuri Castillo**  
Journeyman Carpenter
- Nicole Cloyd**  
Administrative Assistant
- Walter Gniadek**  
Plant Operator
- Steven Himes**  
Senior Project Manager
- Kimberly Killibarda**  
Residential Property Manager
- Slawomir Maksimowicz**  
Maintenance Engineer
- Patrick Malone**  
Journeyman Carpenter
- Hannah Nemeck**  
Utility Worker

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- Wendy Roberts**  
Journeyman Carpenter
- Patrick Stroth**  
Maintenance Engineer
- Sandie Woo**  
Facilities Planner



**Jessica Bollhoefer**  
Director of Strategic Initiatives

*See story page 5*

## CALMER WATERS

It's 120 degrees Fahrenheit. Thirteen American missionaries sway in closely hung hammocks on a boat sputtering down the Amazon River through South America. The boat stops at Villa Nova do Amana, Brazil. A plank not more than a foot wide is set out for passengers to disembark. As the missionaries cross the creaking beam, they glance nervously at the piranha in the waters below, but they quickly set to their task at hand—bringing dental services to people that would not normally have access. Among those coming ashore is our own Kathia Benitez—the new Director of the Office of Sustainability.



▲ Kathia Benitez,  
Director of the Office of Sustainability

For some, the relocation from Washington, DC, to Chicago would seem quite the adventure, but for Benitez, it's obviously inconsequential compared to her previous escapades.

Benitez joined the Office of Sustainability in June 2016 as its director.

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**TRUST ...Continued from page 1**

I want us to be as accurate as we can be, but it is more important to me that we not improve accuracy by decreasing transparency or consistency.

We are not there yet in transparency, consistency or accuracy, but I am proud of how the organization has responded and the path that we are on to improve all three. When mistakes to our accuracy happen, we own up to them (transparency) and we look for root causes so that we can adjust the processes to avoid those outcomes in the future (consistency). That is how we have earned Northwestern's trust and that is how we will keep earning it.■

**INVESTING IN YOU**

**A note from the Associate VP**



▲ Christina Sanborn, Associate Vice President

As we come to the close of an incredibly busy and productive summer, it's important that we take a moment to appreciate all that's been accomplished and the staff that make it all possible. Each of you contribute to the learning environment that our students need to be successful, both in school and in life. Our campus is part of the student and staff experience, every day. Thank you for all that you do to make it the best it can be.

Just as we invest in our campus to ensure it realizes its potential, it's also important that we invest in our own potential as

individuals and as a team. Whether it's adding new or honing existing skills, learning to use new technology or tools, training for a new role, or learning more about ourselves and each other in the workplace, the time we spend in training and development is an investment in your future. Knowledge is a gift we give ourselves that no one can take away from us, and we carry with us wherever we may go. At the team level, we see training and development as a key to supporting FM's goals to improve service excellence, become a learning organization, and increase our capacity to deliver excellence, every time.

Training and development also helps make FM a great place to work. Communication training helps us strengthen a team culture that is open to dialogue, inclusive and welcoming to attract and retain talented staff to our growing team. Service excellence training helps set the expectation and a shared definition of exceptional customer service. Conflict management skills help us navigate complexity with respect and a focus on results. Diversity training helps us understand the many facets of individual differences and how we can foster an inclusive workplace. Process Improvement training helps become a learning organization so we can see our work in new ways and discover creative ways to work better, together, as One FM.

This fall, we will be initiating a series of learning and development initiatives within FM to encourage each of you to invest in your potential.



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**KATHIA BENITEZ** *Continued from page 1*

Before becoming a part of the Northwestern community Benitez worked for a year in a consulting role as part of the U.S. Department of Energy's Better Buildings Initiative.

Prior to that she served as the Corporate Energy Program Manager at New York Presbyterian Hospital. Under her leadership the hospital won several ENERGY STAR Awards for Sustained Excellence in Energy Management and Climate Communications.

The hospital earned additional recognition from the American Society for Healthcare Engineering's Energy to Care program, the Department of Energy Better Buildings Challenge, and Practice Greenhealth.



Benitez (circled) with Amana village children. ▲

Benitez who hails from Freeport, Long Island (NY), and whose parents are from El Salvador, makes a point of voyaging to exotic destinations each year: India, Dominican Republic, Spain, Thailand, Brazil, to name only a few. She is a candidate for a Masters in Energy Management from New York Institute of Technology and holds a Masters in Behavioral Health from Nyack College, and has written several published articles on sustainability.

It's difficult to believe that this very serious, young woman enjoys wedding planning in her spare time when she's not traveling to colorful locations. But maybe planning her own wedding may not be too far off as her boyfriend will shortly be relocating to Chicago.

For the time being, however, Benitez looks forward to working with members of the Northwestern community to coordinate energy efficient programs and practices on campus.■

**FM PICNIC - Friday, July 15, 2016**

Special thanks to the organizers of this year's FM picnic:

- Jessica Abrams
- Joe Aiello
- Mary Beth Dermody
- Maggie Dougherty
- Phil Golz
- Jennifer Iversen
- Ed Sepkowski
- Wally Stevenson
- Samantha Westerhoff

## INVESTING IN YOU *Continued from page 2*

Among the exciting new resources coming this fall are:

- Partners in Learning, a new, 8-month mentorship and development program open to all FM staff
- FM ShopTalk: A Forum for Building Women, a network to support women in the trades
- New safety training resources in partnership with Risk Management
- Service excellence training for all of FM Staff to establish and support a culture of service within FM

There are so many rich learning resources available within the Northwestern community that it can be a bit overwhelming or even confusing. To help you take full advantage of what's available, we are creating a new FM Staff Learning and Development page on the FM website with guidelines and links to get straight to the learning and development opportunities within FM and Northwestern.

Training offered on campus that is necessary for the effective execution of an individual's duty can be taken during work hours, or "on the clock", so don't hesitate to discuss training that interests you with your supervisor.

Learning and growing together is one of the best ways to invest in FM's future; an investment in YOU! ■

## LIGHTING THE WAY

The replacement of nine existing streetlights on E Superior St between N Fairbanks Ct and Inner Lake Shore Drive is being coordinated and supervised by Jim Niedzwiedz, FM Chief Electrical Engineer in Chicago.

The new LED lights reflect a campus streetlight standard reached in an agreement between the Northwestern Academic/Medical campus, Northwestern University, Northwestern Memorial Hospital, Ann & Robert H. Lurie Children Hospital of Chicago, and Rehabilitation Institute of Chicago. Each streetlight is 130 watts in contrast to the previous 600 watts.

The project was approved last year by Adlerman Brian Hopkins of the 2nd Ward and will be completed by September 2016. ■



## KRESGE'S HERE

After more than 60 years Kresge Hall underwent a 21st-century transformation and the walls came down. Nearly every Northwestern University undergraduate student has taken classes at Kresge since it was built in 1954.



"This was a very tough building," explains Avi Lothan of Lothan Van Hook Destefano Architecture. "Built in the '50s, when expectations were much lower, buildings were built in a very utilitarian way, a very durable way."

The old cinderblock walls and antiquated mechanical systems are gone. Over 2000 tons of material were removed and 98% of it was recycled. Kresge now also connects to Crowe Hall. Classrooms are centralized on the first and second floors with office and support space on the upper floors. Windows have been enlarged to allow more natural light to flow into the building.

A new grand entryway faces the treasured Northwestern "Rock." The interior also has plenty of new creature comforts, smart classroom technology, sustainable finishes, and a refreshed home for the Weinberg College of Arts and Science.

Unlike many of the sleepy students that may dash into classes a bit tardy, Kresge has opened its doors four months ahead of schedule. Already partially occupied, the building is expected to have half its occupants in place by September 20, 2016, and the rest by winter break. ■



▲ Kresge is outfitted with a 254-solar panel array on the roof which is capable of generating 81 kw of electricity—enough to power 5 percent of the building's electric fixtures.



## DIVVY UP

A new environmentally friendly transportation option is now available on Northwestern's Evanston campus—Divvy Bike Share ([www.divvybikes.com](http://www.divvybikes.com)). Thanks to a partnership between the university, the City of Evanston and others, 100 Divvy bikes and 10 bike share stations were installed around Evanston in late June. Three of the 10 stations are on or adjacent to the campus. Divvy bikes were already available in Chicago and several stations are located near Northwestern's Chicago campus.

The Facilities Management team played a key role in getting the Divvy stations in place on the Evanston campus which involved preparing the sites, working out plans with the City of Evanston and Divvy staff, and overseeing installation. Divvy stations are now located on the east side of University Library, near Allison Hall, and in the parking lot at Noyes St. and Sheridan Rd.

For members of the Northwestern community, the expansion of Divvy means greater access to affordable, environmentally friendly transportation. The bike sharing service allows users to take short trips across Divvy's network of more than 580 Chicagoland stations. Membership includes unlimited 30-minute trips, making it easy to travel around campus and the surrounding areas, commute to and from public transit stops, or simply enjoy a ride.



In addition to providing a convenient service, bringing Divvy to the area will help Northwestern achieve its goal of cutting greenhouse gas emissions—including emissions associated with transportation—by expanding access to cycling as a sustainable transportation option. It assists in providing easy access to public transportation, and convenient shuttle services.

- Cost of Divvy is \$99/year
- \$10 Discount for Wildcard Advantage program members
- 24 Hour Pass - \$9.95

Bikers should wear helmets (Divvy does not provide them) and should always follow the rules of the road. Take the Illinois bicycle safety quiz to learn about local laws and important safety strategies.

For more on discounts or Divvy membership, visit the Wildcard Advantage Divvy page ([www.northwestern.edu/wildcard/discounts/businesses/divvy-bike-share.html](http://www.northwestern.edu/wildcard/discounts/businesses/divvy-bike-share.html)).

### Related link:

Rules of the road/Illinois bicycle safety quiz—[https://www.cyberdriveillinois.com/publications/pdf\\_publications/dsd\\_a143.pdf](https://www.cyberdriveillinois.com/publications/pdf_publications/dsd_a143.pdf) ■

## REBUILDING TOGETHER

This summer, Northwestern staff members, including some Facilities Management staff, teamed up with the City of Evanston and Rebuilding Together North Suburban Chicago, a non-profit group, to improve the homes and lives of Evanston residents in need.

Volunteers completed home improvement projects for two locals whose homes had much needed repairs. One of the homes is owned by a retired Evanston resident who worked for many years in the community and volunteered for many local causes. She is on a fixed income and unable to afford essential repairs. At this home, volunteers rebuilt damaged and hazardous porch and stairs, replaced a broken fence, and repaired gutters. The homeowner said she was delighted to receive the assistance.

Special thanks to all of the 65 participants including many of our own FM team who worked on these projects.

*Rebuilding Together works in 14 communities from Evanston to the Wisconsin border, completing more than 50 projects each year. ■*

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## COMMON SPACE PROGRAM

The campus is the first impression that a potential student receives when visiting an institution. Once attending that institution, the surroundings continue sending symbolic as well as functional messages.

What is our campus saying about Northwestern University?

Today, common spaces make up over 18% of the University's interior space portfolio and include highly visible spaces that are characterized by their broad availability to faculty, students, staff, and visitors. With few exceptions, these spaces do not have a champion and are often left unmanaged or overlooked. To correct this, Northwestern has established a capital renewal fund that will enhance and provide cohesiveness to campus common spaces in order to present the best possible image to students, staff, faculty, alumni, and visitors.

Some examples of common spaces are:

- Lobbies
- Atriums
- Public Corridors
- Public Restrooms
- Mothers' Rooms
- Vending Machine Rooms
- Pantries
- Stairways
- Study/Seating Areas
- Pre-Function Areas
- Prayer Rooms
- Public Lounges

The committee selected Gensler, a global architecture and design firm, to assess the existing conditions of our campus common spaces.

Gensler is in the process of developing Common Space Design Guidelines & Standards and this, in combination with quantitative and qualitative assessment of common spaces, will be used to identify and prioritize common space projects. In the meantime, the committee has worked with the deans and campus leadership to establish priority projects. These include:

- Main Library Entry & Concourse
- Lactation Rooms – Electronic Access
- Tech Lobby & adjacent restrooms
- Louis Theater Lobby
- Tarry Corridor
- Thorne Auditorium

*If you would like to learn more about the Common Space Program, please contact Carrie West via email at [carrie.west@northwestern.edu](mailto:carrie.west@northwestern.edu) or 847-467-4380. ■*

## STRATEGIC FISHING

"The fight isn't won with the first bite of the hook." (Author unknown)

The new Director of Strategic Initiatives, Jessica Bollhoefer, knows this only too well. She grew up in Miami, FL, frequently fishing with her father for dolphin (mahi mahi), a fish that fights hard and jumps when hooked.

Along with open waters, Miami is also home to a regional style of building that developed in South Florida during the post-war period known as MiMo—Miami Modernist architecture. This may have been what led to Bollhoefer's undergraduate study at University of Pennsylvania, but not to her passion of sustainability, which is what she studied at Columbia graduate school in New York City.

After living in New York for two years, and missing the open waters of her youth, Bollhoefer relocated to Chicago, the city by the lake, with her now husband in 2006. Originally from Iowa, he attended undergrad with Bollhoefer at Penn, and went to grad school here at Kellogg. Together they now have a two-year old son.

Prior to joining Northwestern, Bollhoefer worked for the consulting practice Jones Lang LaSalle (JLL) for four years where she sometimes had 25 clients at a time. Although she appreciated her time at JLL, she felt she wasn't making a real impact. In fishing terms, if you have too many lines in the water, you can get tangled up.

Now part of the FM team, Bollhoefer is definitely in deep waters and loving it. But as she works on campus projects such as bike management, new technologies, and campus efficiency, how will the new Director of Strategic Initiatives tie these with her passion for sustainability?

"I think of sustainability as an adjective not a noun," says Bollhoefer. "Sustainable agriculture, sustainable design, sustainable construction. It goes into all facets of life. It adds a lens to everything I do." ■



▲ Jessica Bollhoefer, Director of Strategic Initiatives, and her son at a Cubs game.

The ENERGY STAR Battle of the Buildings is a national competition that engages building managers in a 90-day challenge which runs through November 30, 2016, to see how much energy they can save. Northwestern's competing buildings are the Catalysis Center, 1801 Maple, Technological Institute, the Tarry Research and Education Building, and Cook Hall. During the competition those who study or work in those buildings can pitch in by turning off lights and electronics.

Building occupants will also be asked to report any heating or cooling issues to Facilities Management so that maintenance issues can be addressed.



For details visit:

<http://www.northwestern.edu/sustainability/news/2016/2016-08-battle-of-buildings.html>

## ACCURATE INVENTORY = IMPROVED SERVICE

Each year the Facilities Management (FM) staff along with an outside third party perform a physical inventory within the three FM warehouses. The team counts or weighs every item within the warehouses. Any differences in the count versus what is in the system are investigated and necessary adjustments are made.

Why do we spend the time and resources? The most obvious reason is to ensure that what we have on the shelves is what we have in the system. Meeting technician and customer needs are our priority. We are most likely to be successful in our jobs if we have an accurate supply count when a technician requests material for a job and can quickly satisfy a customer's needs. So the goal of the annual inventory count is to obtain accurate information about inventories on hand, which help us make the correct ordering decisions and keep warehouse operations running smoothly.



PHYSICAL INVENTORY COUNT

Our annual inventory was completed this past July. The accuracy of our inventory increased to 87.2 percent in 2016 from 79.8 percent in 2015. This was a significant improvement. We continue to focus on optimizing supply chain efficiency and meeting the needs of our technicians. This ultimately will improve service delivery for our customers. ■

## SUPERVISING DIVERSITY

Rolf Ziemann has been at Northwestern for 22 years. For 18 and a half of those years he was the building manager for Tech. Ziemann is an ex-Marine, and what he and his staff do now is also very special job.

When a new professor is hired, someone from Ziemann's staff sits down with the new professor and asks how he or she wants the lab designed—lights, plumbing, hoods, clean rooms, compressed air—anything you can stuff in a lab. Rolf makes sure their needs are met. The cost has ranged anywhere from \$200,000 to \$950,000.

Whenever possible he tries to use companies owned by women or minorities and locally owned companies as part of Northwestern's supplier diversity program. So far the program has been quite a success, thanks, in no small part to Rolf



▲ Rolf Ziemann, Manager Tech Operations & Maintenance

A PDF version of this newsletter is available online at [www.northwestern.edu/fm/fm-staff/newsletters.html](http://www.northwestern.edu/fm/fm-staff/newsletters.html)



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