

FROM THE VICE PRESIDENT



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

LEADERSHIP AND GROWTH

We are all leaders. Some of us have leadership roles at work; some of us have leadership roles within organizations that we belong to outside of work; some of us have leadership roles within our families; all of us have leadership roles in our own individual growth and development. Although our roles may change over time in our jobs, in the

organizations that we participate in and even in our families, our role as the leader in charge of our own growth and development should never change.

I believe that there are two things that no one can ever take from me, but that I am responsible to ensure that I never give away—my education and my credibility. We all know people that have given one or both of those precious gifts away and we all have seen how hard they have had to work to try and regain either. We give our education away when we stop trying to learn and we give our credibility away when we take the easy path instead of the correct path.

As the leader in charge of my own growth and development, it is up to me to find and take advantage of opportunities to nurture my education through learning, and to protect my credibility by matching both my words and actions to what I believe is right. Being the leader of my own growth and development does not mean that I have to face this challenge alone, it only means that I am responsible for the paths that I choose and accountable to myself for the outcomes that those paths lead me toward. I have many mentors and role models that help me stay focused on my education and my credibility.

A role model lets us identify traits in others that we can aspire to. We can't copy someone else because we have to stay true to who we are at our core, but we can identify those things in others that resonate with our individual self, our core. Once identified, we can determine personal growth goals that move us in the direction that we want to go.

Where a role model is passive because we don't usually interact with them, a mentor is an active, two-way relationship. A mentor is a person that we can trust to give us honest feedback, even when it is difficult to hear. A mentor is a person that we can trust to listen empathetically without fear of them offering advice when we don't want it or judging us against any standard but our own. A mentor is a person that we can trust to point out both the beauty and the blemishes that we have but may not be able to see for ourselves.

"Partners in Learning" is a volunteer program to introduce those teammates that are interested in understanding how mentors and role models can help them with their individual growth and development. The program gets them exposure to some of the incredible mentors and role models both within Facilities and within Northwestern. I am unbelievably proud of each of our teammates that volunteered for this journey. ■

WELCOME TO OUR NEW STAFF

- Chainwen Chu**
Facilities Programs Manager
- Donley Klug**
Real Estate Manager
- Alexandra Mariscal-Santos**
Customer Service Representative
- Lee Aizabel Montellano**
Data Maintenance Coordinator
- Rebecca Shields**
Facilities Programs Manager
- Scott Stocking**
Assistant Director of Space Information
- Angela Williams Walker**
Assistant Vice President of Facilities Services

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ANGELA WILLIAMS WALKER



▲ Angela Williams Walker, Assistant VP of Facilities Services

Angela Williams Walker, the new Assistant Vice President of Facilities Services, describes herself as a "west coast girl." When most think of the west coast, images of California's crowded beaches most likely come to mind. But Williams hails from Oak Harbor on Whidbey Island in the state of Washington—population 23,000 with an average rainfall around 22 inches per year. Not your typical west coast image. Then again, Williams is not your average woman.

She left Oak Harbor to attend Dartmouth College* in New Hampshire where she earned her BA in Sociology/Education. She zipped back to the west coast. However, not for too long.

She went on to study law at the University of Wisconsin. After completing her law degree she took a position at Ungaretti & Harris law firm in Chicago, where she worked for seven years. Williams then took off two years from work to stay home with her son, now 10, and daughter, now 8.

When she returned to the work force, she joined the University of Chicago. In 2011, she was Director, Research and Planning, but later became Executive Director, Research and Planning and Chief of Staff.

"Northwestern is a fantastic institution and this an exciting time," Williams states. She describes herself as having a calming presence and hoping to connect folks that need to work with one another. She likes the idea of "enhancing synergies" and encouraging people.

The role of Assistant Vice President of Facilities Management is a new one in Facilities Management, so how does Williams see herself in it? Well, she plans on remaining nimble and will assist setting the strategic vision of the unit in any way she can.

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WILLIAMS ...Continued from page 1

**When Williams was considering undergraduate education, she'd narrowed down her choices to Dartmouth and Northwestern. Since her initial visit as potential student, she hadn't been to campus until just prior to joining the Facilities Management team. ■*

ICE ICE BABY

Looking for a fun activity to celebrate the season? The Northwestern ice rink is now open! Located behind the Norris University Center, you can bring your own skates or rent a pair.



Home to our very own Open Collegiate synchronized skating team, The Purple Line. Skate rental is available on the ground floor of Norris, across from the Dunkin' Donuts. Skating is free and is open for students, staff, faculty, and their guests.



Visit the rink's website for additional information and for hours operation. Please note that hours may change unexpectedly due to weather or other safety concerns. <http://www.northwestern.edu/norris/arts-and-recreation/ice-rink/index.html> ■

EVANSTON SPACES

Expanding Northwestern consists of more than just putting one brick atop another. The Facilities Management's Real Estate Department continues to do its part in broadening the campus' footprint and holdings.

In the last year, the Real Estate Department has negotiated two new lease transactions that includes over 22,000 additional square feet at 1603 Orrington Avenue. The Compliance, Audit & Advisory Services Department, which consists of combined 5,734 square feet, have recently moved into their freshly built out spaces. The remaining 16,550 square feet are slated for construction, which will begin this spring. The plan is to create space for the Global Marketing and University Relations Departments. It will feature lofted ceilings and strong Northwestern branding. It will host a combination of glass front offices, low height work stations, and high end design features.

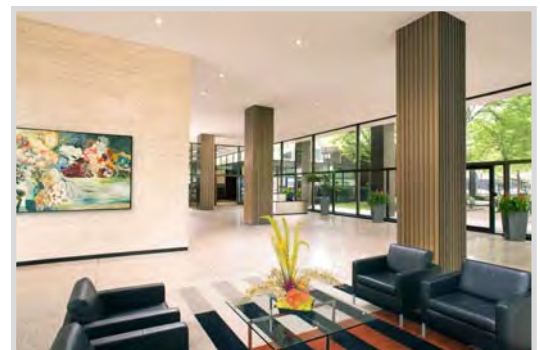
Additionally, the department recently negotiated new space at 500 Davis Street and finished a 5,524 square foot build out for the relocation of Osher Life Long Learning Institute. This space has beautiful views of Lake Michigan and is strategically located beside the Mather Homes, a forward-thinking retirement and senior living community. ■

▼ 1603 Orrington



1603 Orrington Avenue renderings courtesy of Golub Realty Services.

▼ Lobby, 1603 Orrington



RE-CYCLING

As a part of our ongoing work to keep the campus safe and accessible for all bicyclists, Facilities Management clears bike racks of bikes that have overstayed their welcome and have been abandoned on campus. As we clear the racks, we also strive to promote sustainability and to support local and global communities. When the collected bikes are not claimed by students, faculty, or staff, Facilities Management finds them new homes through local charities. To date, over 1,100 bicycles from Northwestern have been donated.

So far this fall, Facilities Management has donated 154 bikes to two different organizations:

- 90 bikes went to **the Recyclery**, a local, self-proclaimed "educational bike shop" that provides services educating cyclists, restoring bikes, and donates bikes to those in need, such as those experiencing homelessness, and low-income families.
- 64 bikes have gone to **Working Bikes**, an organization partnered with both Chicago and international charities. Working Bikes aims to provide a means of transportation, work, and energy to those living and working in poverty throughout the world.



To read more about these organizations and find out how to donate or get involved, visit www.therecyclery.org and www.workingbikes.org. If you or someone you know has a bike they would like to donate, please contact Facilities Management Customer Service at 847-491-5201 or email facilities-management@northwestern.edu. ■

FACILITIES MANAGEMENT SOFTWARE UPDATE

The Facilities Management Team is pleased to announce that we are moving forward with our implementation of IBM's Tririga Facilities Management software suite. This will allow us to phase out our current FAMIS, Projecto, and SIMS systems. The new enterprise system will help us improve service delivery, enhance our customers' experience, and transform the way we work, via a single source of information to manage our lifecycle of facilities management processes.

Executive sponsors for the program are John D'Angelo, VP Facilities Management, and Sean Reynolds, VP Chief Information Officer. Our Program Manager is George Badillo, Assistant Director Facilities Management Finance and Administration, supported by a comprehensive team of professionals within Facilities Management and IT. Our implementation partners include **eCIFM**, who will be our technical Tririga implementer, and **Deloitte**, who will support the change management and training efforts. Our Implementation partners will help us navigate this integration seamlessly in a series of phases, called releases, with each stage broken down into multiple modules.

Please refer to the table below for our planned implementation dates:

RELEASE 1	
Portfolio & Space Module	Fall 2016 – Summer 2017
Projects Module	Spring 2017 – Winter 2017
RELEASE 2	
Operations Module	Summer 2017 – Spring 2018
RELEASE 3	
Real Estate Module	Spring 2018 – Fall 2018
Energy & Sustainability Module	Spring 2018 – Fall 2018

The entire software roll-out is estimated to take two years. While this may seem like a long time, this transition is actually quite fast based on the amount of information we will need to migrate to Tririga and the large number of individuals who will benefit from using the new system. Our goal is to help make your job easier, and to do that, it's not just about learning to work with the new Tririga system, but more about making the software work for you in your day-to-day job. We chose Tririga after a lot of research and review to find the best fit for Northwestern, and we will be looking to incorporate the new capabilities that Tririga offers into our business-as-usual Facilities Management processes.

By consolidating our Facilities Management information into one user-friendly, customer-based program, we are aiming to create a cohesive set of Facilities Management processes that will not only standardize our workflow, but also provide a means of communication that is seamless for all parties involved, including our customers.

Please stay tuned for additional updates as we move forward, including the announcement of the winner of the program naming contest! ■

NEW TRAINING & DEVELOPMENT

Training and development is on the rise in Facilities Management!

Partners in Learning

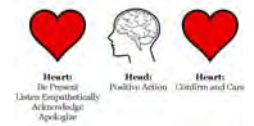
In October, Facilities Management kicked off "Partners in Learning." This eight-month program consists of 10 mentors and 10 mentees who will work and learn together through a series of monthly coordinated sessions as well as individual meetings to assist with personal and career development. Dr. Tracy Davis, a professor of Theatre, English, Performance Studies, and the Director of Northwestern's Excellence in Mentoring Initiative spoke at the group's first meeting about maximizing the mentorship process.

This month the group organized a day of service to our local community. They spent a morning volunteering at the Infant Welfare Society in Evanston followed by an interactive discussion with Alan Anderson, Executive Director of Neighborhood and Community Relations, to share ideas and learn about effectively partnering with our communities.

If you aren't participating this year, consider applying for next year's program.

Heart-Head-Heart

This fall, Facilities Management staff also had training on customer interactions for all members of Facilities Management. It focused on the Heart-Head-Heart concept and was created based on the real-life experiences as related by participants in several focus groups of employees from all areas of Facilities Management. Feedback from the training was overwhelmingly positive. Visitors from other departments of the university were invited to attend and they also were extremely enthusiastic after the sessions.



And so much more

And finally, as mentioned in last month's newsletter by Associate Vice President Christina Sanborn, there will soon be an Facilities Management webpage dedicated to many of the different training opportunities available to Facilities Management staff. Keep an eye out for an email announcing the site's launch with a direct link, which will be sent out in the New Year. ■

EXTERIOR SPACES – RUBLOFF



The newly remodeled entrance to the Rubloff building located on our Chicago campus at 420 E Superior Street is now open.

Rubloff is home to the American Bar Association, Feinberg Medical School and Pritzker School of Law. We have received positive feedback regarding the added sloped sidewalk, new glass doors, new railing, landscaping and irrigation. ■

RESIDENCE RENOVATIONS

The housing master plan, led by the Division of Student Affairs to improve the student experience, specifically focuses on improving the student residential experience. A combination of renovation and new construction projects will reposition housing offerings to meet student market demand and increase on-campus undergraduate capacity. As part of the master plan, three Evanston residence hall renovations were completed this past summer for September 2016 occupancy.

Shepard Hall (626 University Place) was a 191-bed residence hall designed in 1952 by Holabird & Root Architects as a combined sorority and dormitory, to which a west extension was added in 1959. The recent renovation by Nagle Hartray Architects reduced the number of beds to 149, giving residents more space. They closed the tunnel formerly bisecting the structure, and added a new entrance foyer to the south façade to enhance the building's relationship with the adjacent 1838 Chicago and Allison Hall. The first floor was reconfigured for a new common space with gas fireplace, pantry, five accessible bedrooms, and a new three-bedroom faculty apartment with separate entrance.

A community center serving the residential neighborhood was created on the east side of the foyer. It incorporates a monumental staircase as well a new elevator to the lower level where new seminar and conference rooms, study booths, a meditation room, food education pantry are located, along with the "1851 Collaboration Center" and "The Nest," which holds suspended egg chairs.

1838 Chicago Avenue was a 117-bed residence hall designed by Nagle Hartray Architects in 1993 for the Public Affairs Residential College (PARC). After the college moved to the newly-renovated Mid Quads in Fall 2015, Nagle Hartray returned to renovate the building to 120 beds, create a new north entrance from the University Place green, and a private patio from the original south entrance. The first floor was reconfigured for a new common space, pantry, and four ADA accessible bedrooms. All windows were replaced, and a new fitness center was created on the lower level to serve the residential neighborhood with Shepard and Allison Halls.

Goodrich House (2321 Sheridan Road) was a 46-bed residence hall designed by Childs & Smith Architects in 1932. The recent renovation to 35 beds by Weese Langley Weese Architects expanded the first floor with a common area addition, created two ADA accessible bedrooms, and a new lower-level two-bedroom faculty apartment with separate entrance, lift and private courtyard. Special effort was taken to match and recreate the historic appearance of the building's original period with beam ceilings, barrel vault corridors using LED cove lighting, and quarter-sawn stained oak wood trim throughout.

Associated work also involved installing new accessible entrances to adjacent fraternities Sigma Alpha Epsilon (2325 Sheridan Road) and Phi Gamma Delta a.k.a. "Fiji" (2331 Sheridan Road), a quadrangle detention system, landscaping/paving, and chilled water service.

To keep up-to-date on the progress of housing master plan residence construction and renovation projects, visit <http://www.northwestern.edu/living/housing-options/housing-master-plan/index.html>. ■

ZONE MAINTENANCE MODEL

To promote even stronger, more reliable relationships between our team and our customers across campus, starting in the New Year, we will be implementing a Zone Maintenance Model in our science buildings.

What does that mean, exactly? Operations and Maintenance is 'zoning,' the campus so we can align our Facilities Management service teams with specific areas. The new zone model allows us to promote familiarity and build customer relationships, provides opportunities for skill specialization for our service team members, and allows Facilities Management to provide the best customer service possible.

Stay tuned for more on our Zone Maintenance model. ■

WINNING BEAUTY

The Abbott Hall garden has received the 2016 Perennial Garden Beautification Award from the Streeterville Organization of Active Residents (SOAR).

Congratulations to Landscape Architect Ann Ziegelmaier!



SPOTLIGHT ON SAFETY

Starting in January, Risk Management Services will launch the "Spotlight on Safety" discussion series.

The talks are designed to address many of the current safety issues on everyone's mind and highlight various environmental and health topics encountered at work and at home. Most importantly, the aim of Spotlight on Safety is to encourage staff to get actively involved in safety and health matters, recognize potential hazards and look out for each other.



Shop Chiefs and Supervisors will host the "Spotlight on Safety" talks each month:

- Talks will be at the beginning of each work shift.
- Talks should be no more than 15-20 minutes.
- They are designed to be interactive, for sharing personal stories or experiences and cover issues relevant to work areas.
- Discussions should be positive, and keep the focus on what can be done to create a safe work environment.
- Discussions are for sharing ideas and solutions for working safely.

For more information on Risk Management's "Spotlight on Safety" series, contact Gwen Butler, Director of Environmental Health and Safety at gwen.butler@northwestern.edu or call 847-491-4936. ■

SUSTAINABILITY REPORT YEAR IN REVIEW

In November, Northwestern published its inaugural Year in Review Sustainability Report*. The report covers milestones and accomplishments from the 2015-2016 academic year in a variety of areas including construction, conservation, transportation, communications and engagement.

The Ryan Center for the Musical Arts and the Northwestern Sailing Center both received Leadership in Energy and Environmental Design (LEED) Gold certification from the U.S. Green Building Council. The renovation of Kresge Centennial Hall included the installation of a new 254 solar array, producing 81kW that will offset the building's energy use and contribute to the university's goal of increasing on-site renewable energy generation.



▲ Solar panel array on Kresge Centennial Hall.

Over the past year, conservation and waste reduction efforts resulted in 39 percent of the university's waste being diverted from landfills. Northwestern switched to mixed recycling in February 2016, and in the first seven months after the change, recycling collections increased by 91 tons compared to the same time frame the previous year—from 404 tons to 495 tons. Progress in transportation included a partnership with the City of Evanston to bring the Divvy bike sharing service to the Evanston campus and the local community. The installation of four new electric vehicle charging stations will further expand sustainable transportation options.

Northwestern also advanced in areas of community engagement, and curriculum and research. More than 1,400 students, faculty, and staff members participated in Earth Week activities, and Northwestern offered over 100 sustainability and energy related courses.

In early 2017, Northwestern plans to publish the university's first strategic sustainability plan, developed through an inclusive process guided by sustainNU and the Institute for Sustainability and Energy at Northwestern (ISEN). This plan and an accompanying implementation roadmap establish sustainability goals for the next five years and outline strategies for achieving program objectives. Working groups comprised of students, faculty and staff members from departments and schools across the university will be tasked with guiding the implementation of the plan.

"We made exciting progress this year on multiple sustainability fronts, and we look forward to implementing Northwestern's strategic sustainability plan for even greater accomplishments in the years to come," said Northwestern's Sustainability Director, Kathia Benitez. "There are numerous opportunities for all members of the university community to get involved."

Facilities Management staff members who are interested in getting more involved in these efforts may contact sustainNU at sustainability@northwestern.edu.

*The complete report can be found at <http://www.northwestern.edu/sustainability/strategic-initiatives/annual-report/index.html> ■

INDUSTRY CONNECTIONS



Facilities Management hosted the first annual Supplier Symposium on November 21, 2016, attended by over 100 contractors and consultants. The objective of the event was to forge and strengthen connections between Northwestern University, its partners, and potential partners.

The program's theme, "Creating Industry Connections through Business Diversity," included a variety of speakers and topics focused on engaging participants in a dialogue about sustainability, design innovation, construction trends, the workforce of the future, our community, and Northwestern's trajectory.

John D'Angelo, Vice President of Facilities Management, kicked off the event by sharing the challenges of an aging workforce in the construction trades which will impact Northwestern and the general construction industry. Facilities Management's efforts to grow talent and diversity in the

trades were highlighted through a panel discussion moderated by Alan Anderson, Executive Director of Neighborhood & Community Relations. The panel included Chief Maintenance Engineer, Dave Vandas; Journeyman Auto Mechanic, Trina Whittaker; and Josh Emanuel, an Evanston Skilled Trades Trainee. Panelists shared their experiences working at Northwestern and provided a compelling story of giving opportunities to women and minorities.

Following the formal program consultants and contractors were given the chance to network and gain a deeper understanding of how to partner successfully with Facilities Management through an exhibit that included 10 of NU's major general contractors. Facilities Management staff also provided networking opportunities for smaller contractors and consultants. ■

A PDF format of this newsletter is available online at www.northwestern.edu/fm/fm-staff/newsletters.html



For questions or comments, please contact: fmnewsletter@northwestern.edu