Facilities

Facilities Design and Construction

Environmental Health & Safety

HUB

Facilities Operations

Facilities

Annual Report

2015

2016

Sustainability

Capital Improvement Administration
During fiscal year 2015-16 the staff of the Facilities organization built on a number of opportunities brought about by important changes both, in the university wide environment and within Facilities. This annual report presents a summary of goals, accomplishments, recognition and future plans for each major area within Facilities.

A few overarching conditions influenced the opportunities presented to the Facilities organization last fiscal year.

Shared fait
In September 2015 Chancellor Franklin Gilliam was appointed the university’s eleventh chancellor. His vision of “shared fait”, in which when once succeeds, we all succeed, has been an important source of inspiration.

Business Affairs Guiding Principles
Under the guiding principles of employee engagement, customer service and responsible stewardship, established by Vice Chancellor of Business Affairs, Charles Maimone, the Facilities organization moved forward important initiatives to enhance employee commitment, increase the level of service provided to the customers and make best use of resources available.

Increase in areas of responsibility
In July 2015, the areas of responsibility under Facilities increased to include two new areas, the Environmental Health and Safety Office and the Campus Surplus Warehouse operation. In addition, during fiscal year 2015-16, Facilities took the responsibility for maintenance and operations of life safety systems in the residence halls.

Talent
During this fiscal year, very talented individuals joined the Facilities organization to close gaps created by the departure of members of the organization. These individuals contribute to strengthen the teams in their respective areas, and the entire organization.

Budget
For the seventh year in a row, Facilities experienced a budget reduction. A number of opportunities were identified and implemented to best deploy available resources.

Significant accomplishment of the Facilities staff during last fiscal year include:
- Completion of the four year long, occupied renovation to Moran Commons
- Completion of the Kaplan Center for Wellness, on schedule, on budget
- Started construction of Spartan Village Student Housing Phase II project
- Reduced campus energy consumption to its lowest level since 2003
- Implemented career progression plans for Grounds and Facility Services
- Achieved 35.2% participation of Historically Underutilized Businesses in UNCG’s construction program
- Received Tree Campus USA certification for the sixth consecutive year
- Recognized by the Association for the Advancement of Sustainability in Higher Education as a national top performer in the areas of water conservation and well-being and work
Plans for fiscal year 2016-17 have been developed for each major unit in Facilities. Important goals include:

- Execute career development plans and talent development
- Completion of Spartan Village Student Housing Phase II
- Execute plans to relocate units out of the McIver Building to start construction of the new Nursing and Instructional Building in 2018
- Reduce total number of accidents in Facilities Operations
- Implement the Campus Safety and Steering Oversight Committee structure
- Increase landfill diversion rate
- Complete transition of record drawings to electronic format
- Reduce customer generated corrective work order response time
- Sponsor an APPA Supervisor Tool Kit seminar at UNCG
- Expand Green Office Program
- Increase participation of Historical Underutilized Business in the convenience design services program

I want to thank the Facilities staff for their dedication, hard work and positive attitude, and congratulate them for their accomplishments. It is a pleasure for me to serve on the Facilities team. Special thanks to all involved in preparing this report.

Jorge Quintal
Associate Vice Chancellor for Facilities
ENVIRONMENTAL HEALTH AND SAFETY
Executive Summary
Mission and Values

Environmental Health and Safety is a service-oriented organization dedicated to support the University's overall mission by inspiring a cultural environment of shared responsibility. This is accomplished by providing support services that include, but not limited to, education, resources, special services, oversight, and guidance in the following areas:

- Radiation Safety
- Fire and Life Safety
- Biological Safety
- Chemical and Laboratory Safety
- Occupational Safety / Industrial Hygiene
- Hazardous Waste Management
- Environmental Compliance
- Safety Training

Providing a safe work environment continues to be the main driver of our department’s work and without the collaboration and communication with all of the members of our campus community it would not be possible. Throughout this report you will see specific examples that demonstrate the diversity of our operations.

Year in Review

The fiscal year 2015-16 began with an organizational structure shift with the Department moving “back home” to Facilities from their previous placement in Safety and Risk. This transition provided many opportunities to improve the Department’s services to a core group of customers within the Facilities organization. Environmental Health and Safety was not new to Facilities as it had actually resided in this organization in the past years.

During the course of the year the Department capitalized on this transition and was able to move forward with initiatives aimed at increasing collaboration and communication within Facilities and also across the campus community. These initiatives included:

- Development of Safety Training portion of Facilities Career Progression Plans – This initiative captured all required safety training for each position within the Facilities Organization and is now included in employee work plans. This approach is currently being implemented in other departments on the UNCG campus including Housing and Residence Life.
- Creation of a new campus wide “Spartan Safety Concern” program aimed at increasing safety awareness and correcting safety hazards identified by any campus community member.
- Development of a new holistic risk based approach to Safety Committees which included the creation of a Safety and Security Steering Committee and restructuring of the existing
safety committee for better efficiency and inclusion. In addition, this initiative seeks to improve communication about all safety related issues on campus and provide a method for prioritizing all safety related issues that require significant funding.

- Continued development of Department Safety Plans which seek to improve efficiencies and communication related to the safety responsibilities within various high risk departments. These plans began in laboratories where customers have difficulty interpreting the many regulatory policies and procedures which apply to their research and teaching activities. The plans seek to compress this information into a more easily understandable format and in turn increase safety awareness within the department.
Annual Goals and Major Accomplishments
2015-16 Goals

Responsible Stewardship
Create Campus Wide Safety Concern Program
Create Campus Wide Safety Committee Development/Restructure
Restructure Facility Operations Safety Committee to include other partners
Develop Department Safety Plans for other high risk departments

The “Spartan Safety Concern Program” was created and made active in 2016. This program is aimed at empowering all campus community members to actively participate in reducing safety hazards on campus by allowing submissions through the EHS website.
Create Campus Wide Safety Committee

This initiative is intended to improve communication regarding all safety issues through the organizational structure at UNCG and improve the prioritization and funding for safety issues that require significant funding or have campus wide impacts. Two new committees (Safety and Security Steering Committee and the Environmental Health and Safety Committee) were created to replace smaller existing safety committees and several existing committee’s membership was widened to better represent campus stakeholders. UNCG will be unique in their approach to safety committees based on the inclusion of Public Safety and Security and Emergency Management within the safety committee structure. Although other campuses have committees in these functional areas, the concept of combining all “safety” under one central umbrella is novel as most campuses treat public safety and security, emergency management and environmental health and safety in separate structures. In addition to committee structure and restructure, risk based prioritization will now be conducted by committees along with identifying priorities. Combination of all safety items into a risk based prioritization process seeks to help campus leaders make better decisions regarding safety priorities.

Restructure of Facilities Operations (FO) Safety Committee to include other campus partners:

Historically, the Facilities Operations Safety Committee consisted of only FO staff and supervisors. Other groups on campus with similar job functions (Housing and Residence Life, Parking Services, Campus Enterprises and Athletics) had smaller committees and in some cases were not included in the committee process. In an effort to improve campus efficiencies and
communication these groups were added to the FO Safety Committee and the name of the committee was changed to Operations Safety Committee. In addition to new membership the function of the committee was also revised to include team based quarterly safety audits and root cause analysis review and completion in addition to traditional functions like injury trend review and safety training. Now employees are empowered and cross trained on the functions and safety hazards involved in other departments on campus and allowed to act as part of the safety solution.

Develop Department Safety Plans for other high risk departments:

During the 2014-15 year EHS developed department safety plans for all of the shops in Facilities Operations. The intent of this initiative was to increase overall safety awareness and compliance within these shops and also provide better customer service by more specifically interpreting campus wide safety policies to apply more specifically to the tasks these groups completed. In the 2015-16 year these plans were created for Housing and Residence Life Shops and the groundwork was laid to take this department’s safety plan approach to some of our high risk academic departments, including Art, Theater and Interior Architecture.
Statistics
Projects

HRL Training Initiative – Coordinated the initiation of job specific training with housekeeping and utilities. EHS in addition to required compliance training now attends monthly staff meetings and provides specific training as requested by supervisors and staff.

Inclusion in Human Resource Services Training – EHS developed two new courses to be included in the HRS training programs including Professional Development and Supervisor Essentials. The courses (Essentials of EHS and Injury Reporting and Root Cause Analysis) were aimed at increasing awareness about EHS in general and injury reporting for supervisors.

UNCG hosted the Annual Meeting of UNC University System Schools Environmental Health and Safety roundtable. Fourteen system schools sent representatives to this event and OSHR sent EHS staff as well. Tim Slone presented campus safety committee structures.

EHS lead two safety projects to correct safety hazards identified on campus including Taylor Theater railing project and Taylor Theater Stage Structural study.

Improved advertisement of training opportunities for Facilities employees through posting upcoming training dates on the digital signage in the Sink and Campus Supply Buildings and inclusion in the Facilities Connection newsletter.

Statistics

Conducted a total of 122 hours and 95 total safety training courses for a total of 1056 participants.

Conducted 74 laboratory safety/compliance inspections of research laboratories.

Conducted 184 fume hood inspections in teaching and research labs.

Conducted 90 fire and life safety building inspections of all UNCG owned buildings which includes fire and life safety and occupational safety issues.

Permitted 2 firework events through the Department of Insurance, 5 tent or inflatable events through State Construction Office, 2 Haunted House events and 1 carnival for Student Life.

Lead the Annual North Carolina Department of Insurance Fire and Life Safety Inspection process that resulted in 60 items of noncompliance which have been corrected throughout 15-16.

Lead the North Carolina Department of Health and Human Services Annual Inspection that resulted in 56 items of noncompliance which have been corrected throughout 15-16.
Completed 5 hazardous material response cleanup activities including hydraulic and transformer leaks.

Conducted root cause analysis for 37 workplace injuries and provided corrective actions.

Conducted 56 Office Ergonomic evaluations including two department wide sweeps and training for University Libraries and School of Education.

Conducted 37 Indoor Air Quality/Flooding response investigations including Coleman building flood.

Lead Facilities Operations Safety Committee in conducting 4 audits of programs including lock out tag out electrical safety, confined space entry and shop inspections.

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#### EHS Total CFLs Recycled

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<th>2013-14</th>
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<tbody>
<tr>
<td></td>
<td>1720</td>
<td>995</td>
<td>2645</td>
<td>2870</td>
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Facilities EHS 8
Personnel
Welcome Kara! EHS Training Coordinator

Kara Milton joined the Department of Environmental Health and Safety in July as the new Safety Training Coordinator. Before coming to UNC-G, Kara worked for UNC-Chapel Hill’s Environmental Health and Safety office where she was the Assistant Biological Safety Officer. Kara holds a Master’s degree from NC A&T State University in Industrial Technology with a concentration in Occupational, Safety and Health and recently completed the Community Preparedness and Disaster Management graduate certificate program at UNC’s School of Public Health. Kara is originally from Greensboro and is an avid Tar Heel fan.
Staff

The current staff in Environmental Health and Safety has over 70 years of experience in the field of EH&S in Higher Education and approximately 50 years of service to UNCG. Each member of the EH&S staff brings their own diverse background and experience.

Tim Slone – Director of Environmental Health and Safety

Tim joined UNCG’s Department of Environmental Health and Safety in 2003. During his time at UNCG he has served as the Industrial Hygiene Coordinator and Manager and is now the Director of Environmental Health and Safety. He earned his Certified Safety Professional Certification in 2008. He earned his Bachelor of Science from Ohio University in 1999 and his Master’s in Business Administration from UNCG in 2012.

Accomplishments

Presented and Hosted 2015-16 Annual UNC System EHS Directors Meeting

Completed Associate Risk Manager 54 Exam

Attended 2016 Campus Safety Health and Environmental Management Association national conference.

Janet Holcomb – Administrative Services Coordinator

Janet joined the Department of Environmental Health and Safety in 2006 coming from Facilities Operations Department. She has served UNCG for the past 17 years.
Chad Simmons – Safety Manager

Chad joined UNCG’s Department of Environmental Health and Safety in 2003. During his time at UNCG he has served as the Safety Coordinator and is presently the Safety Manager. Chad oversees all aspects of Fire and Life Safety and works with office staff on Occupational Safety Programs. He earned his BS in Biology in 2000 and MS in Safety Management in 2004 from East Carolina University.

Accomplishments

Completed - Code Enforcement Officials Training (i.e., Building Inspector, Electrical Inspector, etc.) must hold certifications in the area(s) they inspect. There are three levels for each trade / discipline (i.e., Building, Electrical, Fire, Plumbing, and Mechanical) with Level III being the highest. To improve our inspection program by further expanding my knowledge, understanding, and applicability of the Building Codes, I looked at continuing education for each trade. In doing so, I decided to round out the training with a certification. Therefore, I applied to the NC Code Officials Qualification Board for all five trades. I qualified for Level II in all five trades. To complete the certification, I was required to attend a code course for each trade with a passing grade on the exam, which qualified me to sit for the state exam.
Daniel Todd – Environmental Affairs Manager

Daniel joined UNCG’s Department of Environmental Health and Safety in 2000. During his time at UNCG he has served as Hazardous Waste Coordinator and is now presently the Environmental Affairs Manager. Daniel oversees all environmental affairs programs and hazardous waste management and is the leader of the office’s on-call response team. He earned his BS in Environmental Studies in 1997 from Livingston University.

Todd Beck – Industrial Hygiene Manager

Todd joined UNCG’s Department of Environmental Health and Safety in 2000 after serving in general industry for approximately 10 years. During his time at UNCG he has served as the Training Coordinator, Industrial Hygiene Coordinator and is now the Industrial Hygiene Manager. Todd earned his Certified Safety Professional Certification in 2004 and his BS in Safety Management from Illinois State University.

Accomplishments

Completed the Associate Risk Manager 54 certification

Attended the 2016 Campus Safety Health and Environmental Management Association’s annual conference.
Eric Zack – Laboratory Safety Manager

Eric joined UNCG’s Department of Environmental Health and Safety in 2012 after working seven years in Radiation Safety at UNC-CH. During his time at UNCG he has served as the Industrial Hygiene Coordinator and is now the Laboratory Safety Manager and Radiation Safety Officer. Eric earned his BS in Exercise and Sports Science from the University of Arkansas and his MS in Exercise and Sports Science from UNC-CH.

Accomplishments

Eric is presently the President of the North Carolina Chapter of the Health Physics Society.

Robert Wilson – Environmental Health and Safety Coordinator

Robert is the newest member of the Department of Environmental Health and Safety joining the team in 2014. He currently provides safety training to all UNCG employees. He earned his BS in Environmental Studies from Western Carolina in 2013 and is currently pursuing his MS in Safety Management at East Carolina University.
Goals 2016-17
2016-17 Goals

Customer Service
Develop Customer Service Survey Tool for all functional areas within the office
Develop Customer Engagement Activities for all functional areas of the office

Responsible Stewardship
Implementation of Safety Training Learning Management System
Benchmarking through peer audits of at least three programs

Customer Service Tool – EHS with assistance from campus experts will develop and implement a customer service tool and get a baseline customer service measure for each area of the office. The tool will be developed with Bryan Business School assistance during the fall semester and a baseline survey will be conducted during the spring semester. This initiative seeks to improve the EHS Alignment Survey scores as well as improve overall customer service through better understanding our core customer’s needs. One tool will be developed to capture this information and the tool will be available on our website at all times for completion. In addition to this static approach each area of the office will use the tool in a focus group approach during spring semester of each year by asking key customers to complete the form.

Customer Engagement Activities – Each area of the office has been tasked with coming up with at least two initiatives aimed at increasing safety awareness, communicating safety services and improving safety culture with our customers. EHS is still in the development phase of this process with engagement activities being conducted before the end of this fiscal year. Initiatives will include, Laboratory Safety Day Event, Laboratory Departmental Staff Meeting Involvement, Building Inspection Program Focus Group Development, Building Inspection Program Campus Partners Program, Safety Training Focus Group, Safety Training, Indoor Air Quality Focus Group, Policies and Procedures Focus Group. Focus groups will include members from our office partnering with key stakeholders to better understand customer perceptions of the office and customer needs. These groups will help us understand what initiatives will need to take place to improve customer service.

Implementing Learning Management System – In conjunction with Facilities, EHS is leading an initiative that includes the purchase of a new Learning Management System and Document Management System. EHS will develop additional online safety training courses within this LMS as well as improve tracking mechanisms in place for training completion inventories. This initiative will increase office efficiencies, allow us to engage more customers, and increase overall training compliance.

Benchmarking Peer Audits – In an effort to evaluate compliance and gain ideas to improve customer service the office will conduct at least three program audits. These audits will be conducted by staff experts from other UNC system University EHS personnel and will be
designed to ensure compliance and improve overall programs in selected areas. Areas will include electrical safety programs, Laboratory Safety Programs and Hazardous Waste Programs.
CAPITAL IMPROVEMENT ADMINISTRATION
Annual Goals and Major Accomplishments
Implementation General Administration’s InterscopePlus

The Office of State Construction, in partnership with UNC General Administration, implemented the new InterscopePlus reporting system for tracking the life cycle of capital projects from the time a project is authorized until the project is closed. It is not intended to be an accounting system but does include funding sources and HUB data. InterscopePlus is a state-wide reporting system for all state universities, community colleges and state agencies. In September, 2015 the system went live for all state universities and replaces two legacy systems, CAPSTAT and HUBSCO. A major goal this year was to learn how to use InterscopePlus to track administrative processes, budgets and HUB data. Also, to learn how to report and enter required data information on Historically Underutilized Business vendors doing business with UNCG.
**Timely Financial Close-out of Capital Improvement Projects**

The Capital Improvement Administration area completed financial closeout of several capital projects:

1. Soccer Stadium and Field Repairs
2. Tower Village Fire Alarm Replacement
3. Mossman Elevator Modernization
4. Three College Observatory Roof Replacement
5. Financial Aid & University Graphics & Printing Roof Replacement
6. Ferguson ADA Restrooms

- Effectively managed repair and renovations accounts to allow implementation of a number of projects with left over funds.

  Coleman Building Hot Water Generator Replacement
  
  Three College Observatory Roof Replacement
  
  Sullivan Science Roof Study
  
  Stone ’51 Wing Masonry Repairs
  
  Mossman Emergency Generator Replacement

- Closed budget code 40993. All 2009 Repair & Renovation projects funded by COPS has been completed and closed.

- Established 19 new fund codes and 1 budget code (41525) this fiscal year.

Provided capital and operation budget information as well as employee data for the annual APPA Facilities Performance Indicators Survey.
Statistics
### CAPITAL IMPROVEMENT ACTIVITY
#### 2015 - 2016

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<th>CI Allotments</th>
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### CAPITAL IMPROVEMENT EXPENSES BY BUDGET CODE

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<td><strong>TOTAL</strong></td>
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2016 Reversion Funded Projects

Processed procurement for 11 Reversion Funded Projects with a total cost of $199,411.

Processed procurement for 8 minor Repair and Renovation projects with a total cost of $106,036.

Personnel Statistics

Electronic EPAFS Processed 72
Electronic Job Searches 50
(temporary hires not included)

Electronic Budget Statistics

Permanent Flexes Processed 6
Temporary Flexes Processed 112

P-Card Transactions 43
Personnel
Capital Improvement Administration

Sandra Redmond
CI Administrator

Lori Krise
Business Services Coordinator
**Personnel Accomplishments**

**Sandra Redmond**

- 2015 NCAPPA President
- InterscopePlus Advisory Committee
- Employee Recognition Award Committee
- Mentor – Newsletter Committee
- Search Committee - Sustainability Coordinator
- Search Committee - Director for Facilities Design & Construction

**Lori Krise**

- InterscopePlus Advisory Committee
- InterscopePlus /P6 Integration Committee
- Facilities Operations Chorale Group

**Training**

**Sandra Redmond**

- Bullying & Mobbing Seminar
- 2016 State Construction Conference
- 2015 CPC & Facilities Conference

**Lori Krise**

- EPAF Workshop
- E-Marketplace
- Purchasing State Service & Supplies
- Job Search
- FDC Digital Archives & Access
- Property Reporting Form
- 2016 Security Awareness & Monitoring
- Banner Operating – Genie, Query, Finance, Budget/Transfers, Contracts & Grants
- Banner Capital – Data Entry, Budgets, Allotments, Budget Transfers, Purchase Orders, Fixed Assets
- American Sign Language
- 2015 CPC & Facilities Conference
Goals 2016-17
2016-17 Goals

Employee Engagement- A major goal for FY 2016-17 is to plan and host a **Supervisor’s ToolKit** class at UNCG. This class is a five-day comprehensive educational training class offering a structured approach designed to develop and assist supervisors and future leaders in the education facilities field achieve personal and professional growth.

Employee Engagement- It has become difficult to keep abreast of all the reporting due dates to oversight Boards and Agencies. This year we plan to develop a calendar of due dates and deadlines for submissions to the Board of Trustees, General Administration, Board of Governors and other agencies as required.

Responsible Stewardship- Continue implementing InterscopePlus changes and processes as new modules are developed. Collaborate with and assist Facilities Design and Construction to insure information needed for entry into InterscopePlus is provided when needed without requiring a special request for the information.

Responsible Stewardship- Create a desk reference manual for current CI Administrator position, starting with financials.

Responsible Stewardship- Complete filing of materials in the CI Administrator’s office, properly dispose of materials not needed anymore.
FACILITIES DESIGN AND CONSTRUCTION
Executive Summary
This year, everyone in the department kept busy having $305 million in construction and in design. There was an array of large projects placed into service.

- The first was Moran Commons (Dining Hall Renovation and Addition). This project was accepted by the State Construction Office the summer of 2015 right before the start of the new school year in August. This was a multi-phased, multi-year construction project. The campus community is now enjoying their new dining venue and Business Affairs held their Annual Employee Recognition and celebration in the space overlooking the fountain.

- We also finished a renovation project at Grogan, the second high rise residence hall to undergo a complete renovation. The project included replacing the existing HVAC equipment and modernizing the bathrooms. The building was completed in time for fall occupancy.

- The Soccer Stadium and Field Repairs project had a critical completion date. The contractor made repairs to the pre-cast concrete stadium, metal hand rails, and completed work within the timeline.

- There were two steam distribution projects that replaced forty year old underground buried steam and condensate piping lines from manhole 9 to manhole 15. The project rebuilt manholes, replaced valves and steam traps, as well as, other miscellaneous steam work. The project replaced a portion of the underground steam and condensate lines in the vicinity of Spring Garden Street, between the Ferguson and Curry buildings, and along Forest Street towards the Elliott University Center. Safety measures were in place to minimize inconvenience for visitors to the Speech and Hearing Clinic.

- The Kaplan Wellness Center (new Student Recreation Center) received a Beneficial Occupancy from State Construction on June 29, 2016. Punch list items are currently being addressed by the contractor. The building was ready for the staff, students, and faculty prior to the start of the fall semester.

- Recently completed is the replacement of two chillers and one cooling tower at HHP (newly named Coleman Building).

- There were two separate elevator replacement projects this past year. One project was the modernization of the elevator at the Mossman Administration building. The second project was to replace the existing freight elevator at the Elliott University Center.

- There was a lighting project at the Music building and 1100 West Market Street. The scope of work was to replace the existing light fixtures with more energy-savings light fixtures.

- Spartan Village Housing Phase II is a Capital Facilities Foundation project. Construction began in June 2016. The project scope includes construction of approximately 330 beds, apartment style, and 30,000 gsf of multiple tenant retail space.
• The department had a number of personnel changes this year.
  • Jennifer Feehan began her employment as an administrative support specialist on November 9, 2015.
  • On January 31, 2016, Fred Patrick retired with 28 years of service as the director of the department. The department staff was asked to take part in the interview process for the next director.
  • On March 16th, Ken Pearce accepted the position and joined UNCG and FDC as the department’s director.
  • In June, Cynthia Barnes-Phipps relocated her office from the Sink Building to the Gray Home Management House. This move was a tremendous asset to the design area, as well as, the department.

• In October 2015, we took on the huge task to reorganize and clean up the Archive Room. With a December 31st deadline, it took 2.5 months for Cynthia and Jill to complete the task. With tremendous effort, the project finished a month ahead of the deadline date. On December 4th, we held an Open House and invited everyone in the Facilities area to come and see the new and improved Archives Room. We were tasked with scanning all the drawings in the flat files and all shop drawings from hard copy to electronic format. Jill Snowdon, Archive Management, is working with Duncan-Parnell to accomplish this huge undertaking.

• In October, Associate Vice Chancellor, Jorge Quintal, put forward a Staff Training and Development policy to establish a framework for training an development of the Facilities staff. The policy is to promote and support continuous training and development of staff. The goal is to increase competency, skills, knowledge, and the efficiency within the organization, as well as, supporting advancement opportunities.

• Awards received by two projects.
  • Moran Commons (Dining Hall Renovation and Addition): On November 19, the Associated Builders and Contractors of the Carolinas presented Rodgers Builders with the Eagle Award for Renovation, $10-100 Million. Judging was based on the project’s challenges, teamwork, innovation and safety.

  • RR Pedestrian Underpass: Wagner Murray Architects, designer, submitted this project for the 2016 CODAwards Top 100! With 407 projects from 29 countries submitted to the Awards committee, the jury panel selected the Railroad Pedestrian Underpass to be featured on CODAworx and the project is available for public voting. We’ll wait and see when the votes are in!
Annual Goals and Major Accomplishments
Responsible Stewardship:

Since March when the department’s new director took office, staff meetings have been focused on the Three Guiding Principles: Employee Engagement / Customer Service / Responsible Stewardship. Our Customer Service Standards: Promptness, Accuracy, Reliability. All staff were encouraged to incorporate these Guiding Principles in their day to day activities.

1) Review and update design and construction procedures including:
   a) Enhance project turn over. A number of changes were implemented including training and understanding scope.
   b) Enhance accuracy of GSF reporting at the end of a Capital Improvement: A discussion session was held with department staff and representatives from Enterprise Risk Management and Accounting.
   c) Take ownership of oversight of projects completed by auxiliaries by becoming more proactive in communicating with auxiliaries and discussing process.
   d) Enhance accuracy of record drawings by asking construction project managers to assure record drawings are posted to “W” Drive prior to final payment to designer: A procedure is in place that incorporates the final designer payment transmittal that includes a record drawing and document checklist that the CPM verifies have been received and filed electronically on the “W” drive.

2) Achieve a minimum of 25% HUB participation in the Annual Services design contract. In this fiscal year, department had 17% HUB participation in this area. Discussions are underway to increase the HUB participation in the coming year.

3) In October, Associate Vice Chancellor, Jorge Quintal, put forward a Staff Training and Development policy to establish a framework for training and development of the staff in the Facilities organization. The policy of the Facilities department is to promote and support continuous training and development of staff with the goal of increasing competency, skills, knowledge, and efficiency levels within the organization, as well as supporting advancement opportunities.

4) Enhance transition to electronic archives:
   a) The archive room was organized and cleaned.
   b) Hard copies of all drawings and record drawings were filed in the appropriate file drawer.
   c) Duplicates are being removed.
   d) Vendor is scanning hard copy flat files and shop drawings to electronic format and filed on “W” drive.
The task was to clean out the Archive Room and only two months to accomplish it. The clean out began in October with weekly meetings and a “to do” list. Jill and Cynthia gave it 100% to recycle, restore, remove, or refile. The before and after photos will prove this. On December 4, FDC held an Open House to showcase the new and improved Archives.

Before

After
Employee Engagement:
1) Strengthen independent decision making by Asst. Director and project management staff: Asst. Directors and project management staff have been encouraged to be empowered and take ownership of their projects.

2) Review and optimize financial procedures for informal projects, while increasing responsibilities at the project manager level for budget management. Increase effectiveness in resource management.
   a) All accounting functions associated with Departmental Trust Fund Accounts are being managed by the department’s accountant.
   b) The Contingency Item Transmittal (CIT) process has been streamlined. The director only sees the CIT prior to final approval.

3) In October, Associate Vice Chancellor, Jorge Quintal, put forward a Staff Training and Development policy to establish a framework for training and development of the staff in the Facilities organization. The policy of the Facilities department is to promote and support continuous training and development of staff with the goal of increasing competency, skills, knowledge, and efficiency levels within the organization, as well as supporting advancement opportunities.

Customer Service:
1) Start project process earlier to allow construction work during the school year to minimize end of the year project load in close coordination with users and customers: While we continue to improve, FDC continues to cross train personnel to be able to manage design projects and construction projects with the goal to be able to do both on some projects that could benefit from the continuity.

2) Educate customer on process capabilities and contract conditions regarding on time completion.

MAJOR ACCOMPLISHMENTS
1) Jennifer Feehan began employment with the department and with the University on November 6, 2015.
2) Fred Patrick retired on January 31st after 28 years in the department and with the University.
3) Ken Pearce began employment as the department’s new director on March 16.
4) Cynthia Barnes-Phipps relocated to the Gray Home Management House in our design area.
5) Kaplan Wellness Center was awarded a Beneficial Occupancy on June 29th.
6) The Archive Room at the Sink Building was organized and cleaned. Various paper and office objects were recycled, restored, removed, or refilled.
7) The Moran Commons (Dining Hall Renovation and Addition) received the 2015 ABCC Excellence in Construction Award - Eagle Award for Renovation $10-$100 million.
8) The Railroad Pedestrian Underpass project was submitted by the designer for the 2016 CODAwards Top 100! With 407 projects from 29 countries submitted to the Awards committee, the jury panel selected the Railroad Pedestrian Underpass to be featured on CODAworx and the project is available for public voting.
9) Three Guiding Principles: Employee Engagement / Customer Service / Responsible Stewardship were introduced to be rolled out July 1, 2016. FDC staff are to incorporate these principles in their day to day activities.
10) Successful completion of 32 year end projects $143,461,145. Below are the four large projects:

- Moran Commons (Dining Hall Renovation and Addition). This project was accepted by the State Construction Office the summer of 2015.

- Finished a renovation project at Grogan, the second high rise residence hall to undergo a complete renovation.

- The Soccer Stadium and Field Repairs was completed within the critical time completion.

- There were two steam distribution projects that replaced forty year old under ground buried steam and condensate piping.
Statistics
**Projects Placed in Service**

Thirty-two projects totaling $143,461,145 were placed into service. The staff experienced a wide array of project scope ranging from a new door installation at Mossman to building the brand new Kaplan Wellness Center building.

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Moran Commons (Dining Hall Renovation and Addition)</td>
<td>$35,400,000</td>
</tr>
<tr>
<td>Kaplan Wellness Center (new Student Recreation Center)</td>
<td>91,000,000</td>
</tr>
<tr>
<td>Steam Distribution System Replacement Phase II</td>
<td>1,999,998</td>
</tr>
<tr>
<td>Mossman Elevator Modernization</td>
<td>200,000</td>
</tr>
<tr>
<td>Steam Distribution System Replacement Phase III</td>
<td>1,184,401</td>
</tr>
<tr>
<td>Grogan Residence Hall Renovation</td>
<td>8,392,543</td>
</tr>
<tr>
<td>Tower Village Fire Alarm Replacement</td>
<td>1,400,000</td>
</tr>
<tr>
<td>Soccer Stadium &amp; Field Repairs</td>
<td>1,910,000</td>
</tr>
<tr>
<td>Tennis Court Repairs</td>
<td>135,000</td>
</tr>
<tr>
<td>Jackson Library Digital Media Center Renovation</td>
<td>458,500</td>
</tr>
<tr>
<td>HHP 146 Locker Room Modifications</td>
<td>177,839</td>
</tr>
<tr>
<td>2900 Oakland Avenue Roof Coating</td>
<td>171,000</td>
</tr>
<tr>
<td>Bryan 114 Alterations</td>
<td>200,000</td>
</tr>
<tr>
<td>Music Building Performance Lighting Modifications</td>
<td>24,000</td>
</tr>
<tr>
<td>Taylor Building Railing Installation</td>
<td>19,400</td>
</tr>
<tr>
<td>500 Forest Street Door</td>
<td>7,000</td>
</tr>
<tr>
<td>Bell Tower Electric Review</td>
<td>4,900</td>
</tr>
<tr>
<td>Bryan 220 Modifications</td>
<td>44,700</td>
</tr>
<tr>
<td>Coleman 322 Sprung Floor Installation</td>
<td>37,000</td>
</tr>
<tr>
<td>Coleman Hot Water Generator</td>
<td>60,000</td>
</tr>
<tr>
<td>EUC 066 Joyner Room Modifications</td>
<td>28,000</td>
</tr>
<tr>
<td>Ferguson 3rd Floor Room Alterations</td>
<td>23,400</td>
</tr>
<tr>
<td>Graham 424 Anthropology Lab</td>
<td>76,551</td>
</tr>
<tr>
<td>Maud Gatewood Room 02 Modifications</td>
<td>13,450</td>
</tr>
<tr>
<td>Moran Common Roof Access</td>
<td>75,000</td>
</tr>
<tr>
<td>Mossman 122 Door Replacement</td>
<td>2,000</td>
</tr>
<tr>
<td>Mossman 201 Carpet Replacement</td>
<td>32,000</td>
</tr>
<tr>
<td>Music Building &amp; 1100 W Market Street Lighting</td>
<td>258,068</td>
</tr>
<tr>
<td>Piney Lake Expedition Course</td>
<td>26,917</td>
</tr>
<tr>
<td>SOE 307 Laser Cutter Installation</td>
<td>30,000</td>
</tr>
<tr>
<td>Sullivan 474 Fume Hood Installation</td>
<td>29,100</td>
</tr>
<tr>
<td>Three College Observatory</td>
<td>40,378</td>
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</tbody>
</table>

Facilities
### Projects in Construction

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spartan Village Student Housing Phase II (Capital Facilities Foundation)</td>
<td>$37,000,000</td>
</tr>
<tr>
<td>Moore Strong Fire Alarm Replacement</td>
<td>1,373,000</td>
</tr>
<tr>
<td>Eberhart AHU Partial Replacement Phase II</td>
<td>586,000</td>
</tr>
<tr>
<td>EUC Freight Elevator</td>
<td>361,000</td>
</tr>
<tr>
<td>HHP Cooling Tower &amp; Chiller Replacement</td>
<td>940,000</td>
</tr>
<tr>
<td>Eberhart Lab 333 Renovation</td>
<td>282,000</td>
</tr>
<tr>
<td>Moore Nursing ADA Restrooms</td>
<td>70,000</td>
</tr>
</tbody>
</table>

**Total 7 Projects in Construction** $40,612,000
## Projects in Design

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nursing and Instructional Building</td>
<td>$105,000,000</td>
</tr>
<tr>
<td>1510 Walker Avenue Renovations</td>
<td>$7,523,000</td>
</tr>
<tr>
<td>Moran Commons Business Center</td>
<td>$282,000</td>
</tr>
<tr>
<td>Cone Residence Hall Renovation</td>
<td>$1,164,300</td>
</tr>
<tr>
<td>Foust Electrical Upgrades</td>
<td>$459,600</td>
</tr>
<tr>
<td>EUC Bridge Repairs</td>
<td>$697,000</td>
</tr>
<tr>
<td>Moore Nursing 107, 108 and 201 Carpet and Paint</td>
<td>$28,700</td>
</tr>
<tr>
<td>Phillips Hawkins Fire Alarm Upgrades</td>
<td>$990,000</td>
</tr>
<tr>
<td>Campus Supply Sprinkler System</td>
<td>$300,000</td>
</tr>
<tr>
<td>Jackson Library Roof Replacement 1951 Wing</td>
<td>$1,276,000</td>
</tr>
<tr>
<td>Market Street Entrance Signage</td>
<td>$37,000</td>
</tr>
<tr>
<td>Mary Foust CRL Apartment Renovation (design only)</td>
<td>$180,000</td>
</tr>
<tr>
<td>Ragsdale Mendenhall Residence Hall Renovation</td>
<td>$1,030,000</td>
</tr>
<tr>
<td>Taylor Orchestra Pit Structural Modifications</td>
<td>$3,000</td>
</tr>
<tr>
<td>Taylor Building Elevator Addition</td>
<td>$450,000</td>
</tr>
<tr>
<td>Bryan Building Auditorium Air Handling Unit Replacement</td>
<td>$185,000</td>
</tr>
<tr>
<td>Coleman Building Emergency Power Feasibility Study</td>
<td>$5,000</td>
</tr>
<tr>
<td>Walker Ave Parking Deck Lighting Study</td>
<td>$4,500</td>
</tr>
<tr>
<td>Mary Foust/Guilford Sprinkler Modification</td>
<td>$20,000</td>
</tr>
<tr>
<td>Electrical Upgrades Campus-wide</td>
<td>$210,000</td>
</tr>
<tr>
<td>Music Building Single Occupancy Restroom</td>
<td>$68,400</td>
</tr>
<tr>
<td>Building Envelope and Roofing Campus-wide</td>
<td>$93,800</td>
</tr>
<tr>
<td>Tower Village Mechanical Upgrades</td>
<td>$285,000</td>
</tr>
<tr>
<td>Parking Deck Condition Assessment Study</td>
<td>$27,250</td>
</tr>
<tr>
<td>Virginia Dare Room Sound System Installation</td>
<td>$36,600</td>
</tr>
<tr>
<td>Tower Village Roof Replacement</td>
<td>$450,000</td>
</tr>
</tbody>
</table>

**Total 26 Projects in Design** $120,806,150
Combined Total Annual Cost for Projects in Design, Construction and Placed in Service
Our goal at Facilities Design and Construction is to provide an outstanding customer service experience for all of our clients on each project. To assist us with achieving this goal, each client was given an evaluation to complete. This fiscal year thirty-two (32) projects were Placed into Service. Of these 32 projects, 14 had a design project manager and a construction project manager, so for these projects, the client received an evaluation directly following the design phase and a second evaluation after project close-out. For the remaining 18 projects there was one project manager who oversaw the whole process from conception through close-out, and one survey was distributed that captured the entire project.

<table>
<thead>
<tr>
<th>Projects Placed into Service</th>
<th>32</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distributed</td>
<td>29</td>
</tr>
<tr>
<td>Not Received:</td>
<td>11</td>
</tr>
<tr>
<td>Received:</td>
<td>18</td>
</tr>
</tbody>
</table>

Of the evaluations received, 2 were for one project manager who saw the project through the design and construction, 6 were for a design project manager, and 10 were for a construction project manager.
Personnel
The department had an assortment of personnel changes this fiscal year.

- Jennifer Feehan began her employment as an administrative support specialist on November 9, 2015. She has over eight years of experience in hospitality and commercial construction. She previously worked in Chicago, IL as a project manager overseeing multi-million dollar hotel renovations. Originally from Burgaw, NC, Jennifer is a graduate of UNC-Chapel Hill where she received a BA in Journalism and Mass Communication.

- On January 31, 2016, Fred Patrick retired after 28 years of service as Director. During these twenty-eight years, Fred transformed the UNCG campus, where he oversaw more than 6 million square feet and $738 million dollars of new and renovated construction.

- The department staff was asked to participate in the interview process for the next director. On March 16, 2016 Ken Pearce joined UNCG and FDC as the new director. He attended NC State University where he graduated with a Bachelors of Science in Mechanical Engineering with a minor in Graphic Communication. Ken has been in the Engineering and Facilities field for 20 years and is a NC registered professional engineer. His practical and varying work experience includes working as a mechanical contractor and a design engineer.
In June, Cynthia Barnes-Phipps relocated her office from the Sink Building to the Gray Home Management House. There are a multitude of projects in design. Cynthia’s relocation was a tremendous asset to the design area, as well as, the department.

This year, several staff celebrated a milestone for their years of service. In May, these four staff along with other staff within the Business Affairs Division were recognized at the Business Affairs Service Award Luncheon in Moran Commons.

Bo Bost, Construction Project Manager - 30 years  
Buddy Hale, Asst. Director of Construction - 20 years  
Maryann Burditt, Bus. Service Coordinator - 15 years  
Dennis Bowie, Construction Project Manager - 15 years

The department held their annual holiday team building pot luck luncheon and gift exchange.
Professional Development

This fiscal year will be the last year Facilities Design and Construction hosts in-house training sessions. As we move forward into 2016-17, the Facilities organization has implemented Career Development Plans. The Plans promote and support continuous training and development of staff with the goal of increasing competency, skills, knowledge, and efficiency levels within the organization, as well as supporting advancement opportunities.

External

2016 State Construction Conference  
Leadership Academy Level 2 of 4  
NC Department of Administration  
APPA

In-House

Property Reporting Form  
Karen Stevenson, Accounting Services; Tammy Downs, Risk Mgmt.
This was a roundtable discussion. The Learning Objective was for staff to understand the various fields on the form and what information is important to Accounting Services and Risk Management. Previous to this discussion, hard copies were sent to 16 people within the campus community. Out of this discussion, distribution is now done electronically.

FDC Digital Archives Access  
Cynthia Barnes-Phipps
Cynthia conducted an instructional presentation to the staff in FDC and Facilities Operations. The main objective of this presentation was to provide an understanding on how to navigate in the Shared W: drive to retrieve drawings using the Rosetta Stone method.

Moran Commons (Dining Hall Renovation and Addition)  
Rob Clegg and David Balzar w/ RMF
This project was completed in four phases and extended over multiple years to complete. The Commissioning Agent conducted this presentation. The objective of the session was a Lessons Learned.

Multi-Vista Construction Photography  
John Lea w/ Multi-Vista
Mr. Lea provided an over-view of the construction photography desk top version of a project. The Kaplan Wellness Center (SRC) was demonstrated as an example. The learning objectives were:
* How to log-in and navigate the web site
* How to use the defaults to floor plans
* What Searches can be used to retrieve photos
* Additional features of the program
* A new multivista mobile APP

Construction Project Scheduling  
Roy Williams w/ HICAPS
The following topics were presented:
* What are project schedules?
* When are construction schedules updated?
* How can the schedule be used?
* Options for improving (shortening) a schedule include increasing manpower and overtime.
* What is a typical schedule progression?

Facilities Design and Construction Retreat

One Friday in September 2015, the FDC department held a full day Retreat. We met in the Campus Supply Training Room. The purpose of the Retreat was to review the Department’s Policies and Procedures. Staff brought in morning and afternoon refreshments. We each ordered lunch from Jimmy John’s. We had lunch by Jimmy John’s. One staff member donated pieces of pottery as door prizes.
Awards
Rodgers Builders submitted the Moran Commons project for an award. Judging is based on the project’s challenges, teamwork, innovation and safety. On November 19, the Associated Builders and Contractors of the Carolinas presented Rodgers Builders with the Eagle Award for Renovation, $10-100 Million. Awards were given to two projects. Moran Commons (Dining Hall Renovation and Addition): Judging was based on the project’s challenges, teamwork, innovation and safety. On November 19, the Associated Builders and Contractors of the Carolinas presented Rodgers Builders with the Eagle Award for Renovation, $10-100 Million.
Contracted Scope

Project Description/Type of Construction
UNC Greensboro (UNCG) selected Rodgers Builders, Inc. and DPR Construction, in joint venture as Rodgers DPR, as construction manager for the Dining Hall Renovations and Addition project. The project scope included a comprehensive renovation and modernization of UNCG’s 119,000-square-foot dining hall facility. The original five dining halls and kitchen dated back to 1904-1986. The existing buildings were arranged around a pentagon-shaped central space. A new domed roof structure was erected using glued laminated wood beams, which were lighter weight than steel allowing for greater crane reach over the existing structure. The 106-foot clear span dome structure contains ribbed fiberglass skylights and tongue and groove wood panels.

This project required replacing all MEP and HVAC systems as well as extensive exterior skin and structural repairs.

Dining services remained operational throughout the construction, allowing the University and its students continued access to the dining halls.

A retail restaurant, cafeteria and other retail dining venues are included inside the new dining hall, as well as offices for administration and dining services. The warmth of the wood timbers and skylights in the central area created an inviting and light-filled space, transforming the existing facility into a modern dining hall and gathering space to enhance the student experience at UNC Greensboro.

Size of Project
119,000 square feet, including an addition of 33,000 square feet.

Length of Project
Renovations were constructed in five phases. Construction started June 20, 2012 and achieved substantial completion on July 17, 2015.

Self-Performed Labor
As Construction Manager-at-Risk, Rodgers DPR self-performed less than 1% of labor on the project.

ABC Members and Merit Opportunities
Rodgers DPR worked with 10 specialty contractors, suppliers and subcontractors for the UNC Greensboro Dining Hall Renovations and Addition project who are members of ABC.

*Architect’s rendering showing the renovated dining hall and addition at UNC Greensboro.*
Project Narrative

Why is this project special?
The University of North Carolina at Greensboro’s dining facilities dated back to the early 1900s, with additions and renovations dating to 1986. With student population at nearly 18,000, UNCG knew it was time to upgrade these services in order to continue to attract students with a higher quality dining experience that included branded venues such as Mongolian Grill, Taco Bell and Pizza Hut.

Along with the University’s facility management, the project team included Rodgers Builders, Inc. and DPR Construction, in joint venture as Rodgers DPR in association with minority contractor Walter B. Davis Company. Gantt Huberman Architects, a division of Bergmann Associates, served as the lead project designer. Engineers included Bulla Smith Design Engineering as the structural and civil engineer, McCracken and Lopez as the plumbing, mechanical, electrical and fire protection engineer, and Porter Khouw was the foodservice consultant.

“"This is the most complicated project I have been involved with in the last 25 years that I have been at the University."  
- Fred Patrick, AIA, PE, LEEAP  
Director of Facilities Design and Construction  
University of North Carolina at Greensboro

Phasing the project for continued dining service
Renovations were completed in five phases over 30 months. It was important that food services remain operational throughout the project, except for limited down time between semesters.

The first phase of work included the early site package for relocating utilities, as well as moving the dining hall’s main entrance. Temporary lines were run for chilled water, steam and potable water. A new electrical room was built to provide power to Phase One of construction, and the addition of 33,000 square feet for new dining areas was constructed before renovations could begin on the existing five wings. The number of seats available for dining needed to remain constant while each subsequent area was taken out of service for the renovations included in the remaining phases.

Subsequent phases involved renovations to the existing wings for branded restaurants, convenience store, post office, dining areas, kitchen and administrative offices.

Value analysis and alternates
North Carolina’s state construction projects have stringent budget requirements, so preconstruction efforts were essential to ensure construction dollars were spent to the best advantage. In a complex project such as the dining hall renovations, with multiple building and additions throughout various decades, unexpected and unknown conditions were anticipated.

During the due diligence research period, Rodgers DPR discovered several structural and nonstructural deficiencies ranging from a slab-on-grade where the soils had washed out from underneath, to structural framing members with...
major cracks and/or failures, to the discovery of asbestos and lead paint. Each unexpected issue eroded the budget available for the project.

To minimize potential impact to design and architectural enhancements, Rodgers DPR proposed numerous value-add alternatives such as installing the drainage systems earlier during construction and applying waterproofing to the walls in the area below the roof that needed to be replaced. This single item allowed the team to avoid the need for a temporary roof during demolition, saving the project nearly $200,000.

**Rock blasting and monitoring for cracks in adjacent brick buildings**
Prior to beginning work on the dining hall, utilities needed to be rerouted. The existing southern and western portions of the dining hall were in a low-lying area with insufficient drainage at the loading dock. Underground 24” pipes were replaced with 60” pipes to ensure adequate drainage. A portion of the new piping would be under the southwest corner of the facade, so the work had to occur prior to laying that foundation.

Rock excavation of up to a 12-foot rock cut was anticipated, requiring blasting to remove the rock. Access to the blasting area was tightly controlled, and explosive shots were designed to fracture the rock with minimal impact to adjacent structures. Since the older dining facilities were brick, inspections were performed to evaluate the existing conditions and the team installed a crack monitoring system to document and evaluate existing cracks in the brick facade, as well as any new ones that might appear.

**Air quality and access maintained for dining service**
Rodgers DPR was committed to ensuring the safe and efficient continued operations of dining services for UNCG’s students. Dust migration was minimized into occupied and food service areas through the use of containment walls along with air scrubbers to place the workspace under negative pressure. Room pressure was routinely monitored using a differential pressure monitor throughout the project.

By the end of the second phase, three of the five dining wings were renovated. Four wings were in operation and serving 10,000 meals a day. These wings were connected by the old roof dome, which needed to be removed and the central area closed to students for Phase Three. Access to dining service was maintained via a temporary corridor around the perimeter connecting the four active wings.

**Managing water intrusion**
In the third phase of construction, the existing roof dome over the central area had to be removed and additional structure installed to support the new glulam beams for the new roof, which would be both lighter weight and add warmth to the new finished space.

To protect the open central area, the original plans called for a temporary tented roof over the unprotected area. The Rodgers DPR team devised an alternate solution, which provided both greater efficiency and cost savings. The temporary roof would have cost the team in terms of time and manpower, since it would need to be removed daily for crane access and construction activities and replaced when work was completed each day to protect against water intrusion. Instead, the walls of the five adjacent dining wings were weatherproofed up to about four feet above floor level and the new floor slab in the central pentagonal space was protected with a temporary waterproofing membrane, creating a water-tight “bathtub” effect in the central area and keeping the overhead span open for construction activity. Water was channeled out of the area into the new storm drain system using temporary floor drains.

A partial flat roof area remained in place around the perimeter of the central commons, providing an upper level for work to occur during the new roof installation. Once the new domed roof
was installed, the temporary waterproofing protections were removed and the partial roof and walls were demolished, further opening up the central space.

One of the advantages of this solution was in providing full access for the crane’s reach over the central area without obstruction.

Even so, crane use was limited since safety precautions precluded flying over the occupied and in-service dining wings. All deliveries and crane work had to be carefully coordinated to keep subcontractors on schedule.

Special challenges working around and within a dated structure
Additional challenges of working on older facilities included dealing with hazardous materials. Since the five dining wings were originally built from the early 1900s to the 1980s, it was known there was lead paint and asbestos in every wing. Prior to beginning renovation work, the space was inspected by a licensed asbestos inspector. Removal was carefully scheduled and performed by an abatement contractor to remove the known asbestos during demolition. When additional asbestos was discovered, work was immediately halted, the owner was notified, and the area was made safe and abated by the contractor. In each instance, the consultant performed clearance assessments to ensure Rodgers DPR’s employees and subcontractors were returning to a safe work environment.

Arched wood roof is lightweight solution
While this 119,000-square-foot project showcases the beauty of heavy timber on a grand scale, much of the advantage of using wood came from its light weight. The arched glulam roof structure was designed to resolve the complex geometrical challenges of the arrangement of five existing building wings around a pentagon-shaped central space. Prior to the renovation, this central space was filled with confusing walls and corridors that segmented the building and blocked any visual connection between the wings. The decision was made to remove all of the existing walls from the central area, expose the masonry gable ends of the existing wings, and clear span the new roof 106 feet across the central commons.

The light weight of individual glulam arches allowed them to be erected over the building’s interior, while the crane reach required for a heavier building material would not have been possible.

Construction progressed while activities in the central area continued operation. The wood roof structure, designed to float the 106-foot distance above the gambrel roofs of the existing wings, was more cost effective than a similar steel form.

Skylights between each pair of primary groin arches reinforce the geometry of the solution while bringing abundant natural light deep into the building’s interior.

Ten new concrete columns founded on micropiles were “drilled” down through the existing building to support the new roof. The 10 primary glulam groin arches rise and converge on a steel compression ring above the center of the space and rest in steel saddles atop the new concrete columns. Steel tie rods connect to a steel tension ring suspended below the compression ring and anchor steel brackets across the low end of each pair of primary arches to resist their outward thrust.

Careful detailing of the wood connections was employed throughout the design to enhance aesthetic effect and structural performance.

BIM was used in the design drawings and the fabrication drawings to verify conditions and clearances and to visualize the complex component intersections. The detailed fabrication drawings, in combination with exacting fabrication and careful control of the support structure geometry, allowed the roof structure to be accurately erected with no field modifications.
The warmth and beauty of the wood created an inviting and light-filled space, transforming the existing facility while defining the warm aesthetics of the newly-renovated dining hall.

Innovation and Technology

**Point Cloud 3D scanning**
The dining hall renovations posed numerous challenges that required innovative approaches. Using technology that was still relatively new at that time, Rodgers’ Virtual Design and Construction (VDC) team used state-of-the-art Point Cloud 3D laser scanning technology to accurately model and measure the angles of the existing structure to ensure the correct fabrication and fit of the new glulam beams for the domed roof—which were installed with no field modifications required, eliminating potential cost and schedule delays.

**360 Glue enhances trade coordination and communications**
The project team used 360 Glue, a cloud-based application by Autodesk that allows the architect, engineer, contractor and trades to access the BIM and collaborate to quickly resolve issues.

Although contract documents and design drawings were complete prior to the start of construction, once demolition began it was discovered that many conditions were unknown or not previously documented. Field modifications were necessary, and Rodgers DPR’s superinten used an iPad in the field to access drawings and the BIM to coordinate solutions as needed with the architect and other team members.

Rodgers DPR’s VDC team provided training in 360 Glue for the designers, owner and subcontractors. The team ran monthly coordination meetings with the design team including the kitchen designers, and bi-weekly coordination meetings with the trade contractors.

**Awards and recognition**
The project was recently ranked among the top construction projects completed in the Triad area by the *Triad Business Journal* on August 28, 2015. It received a regional “Wood Design Award” from the Wood Products Council, and a “Certificate of Merit” from the State Construction Office, presented to the design and construction team. *Business NC* magazine will include the renovations at UNCG’s Dining Hall among its “Building North Carolina” featured projects in November 2015. On November 19, ABC of the Carolinas awarded an Eagle for Excellence in Construction.

In April 2014, UNCG presented Rodgers’ Virtual Design & Construction Manager, Daryl Key, with their “Craftsmanship Quality Award” for her “outstanding work associated with BIM modeling for the project.”

The UNCG dining hall project is registered for LEED® Silver certification.

**Success defined by client satisfaction**

- “I am proud to be a part of the project. It has been a once-in-a-lifetime experience. Teamwork and dedication from all parties has been something you don’t experience every day. It is something special. I can’t put it into words. You have to feel it.”
  - Fred Patrick, AIA, PE, LEED AP
  Director of Facilities Design and Construction, UNCG

Construction was complete and all dining services restored in July 2015.

• “The integration of PME/FP systems into your 3-D BIM model was essential in coordinating the building systems, avoiding costly conflicts in the field. This saved numerous hours and dollars, and served as a training tool for the Owner’s operations team throughout construction.”
  -Cheryl Walker, FAIA, Principal
  Gantt Huberman Architects
Quality of Finished Project

The Dining Hall Renovation at UNC Greensboro includes the complete renovation and addition to the main campus dining facility. The existing building, which is centrally located, includes a 3-story addition that faces the campus fountain plaza and creates a stronger entry. The new entrance facade is primarily glass, allowing visual connectivity from both the exterior and interior. Balcony seating at the second floor adds to the dining experience. The interior renovation consists of creating diverse and dispersed serveries for themed food venues, a food theater, and complete revisions to all administrative and back-of-house functions, as well as new fire protection, plumbing, mechanical, and electrical systems.

Phase 1 consisted of constructing the 37,330 sq. ft. addition which unifies the 1922 and 1939 wings and 1986 addition into a lively transparent façade with balcony seating and creates a new entrance connected to the central campus fountain plaza.
Phase 2 completely renovated the 1927 and 1939 wings to provide seating, a food theatre, relocation of the main dish room, and complete upgrades to HVAC and electrical systems. Existing steel joists, wood decking and brick walls will be exposed, creating soaring 30-foot high ceilings. These renovations will also be mirrored in Phase 4 of construction to the 1922 and 1925 wings along with improved and updated loading and delivery answers.

The real “magic” happened in Phase 3. With all circulation moved outside of the building’s center, the center was deconstructed, the historic cupola removed, and the serveries dispersed to reflect emerging dining trends. The existing roof was replaced with a complex pentagonal dome consisting of an exposed glulam and wood structure. Daylighting is introduced into the core of the building by skylit ribs integrated into the domed structure.

*After the old roof dome was removed, supports were installed for the new glulam wood beams. The beams and new domed roof were installed over the existing exterior walls and partial perimeter roof which provided a work surface. The walls and partial roof were later removed to further open up the atrium space under the wood dome and skylights.*
Railroad Pedestrian Underpass

Wagner Murray Architects, the designer for the Railroad Pedestrian Underpass project submitted the project for the 2016 CODAwards Top 100! With 407 projects from 29 countries submitted to the Awards committee, the jury panel selected the Railroad Pedestrian Underpass to be featured on CODAworx and the project is available for public voting. To obtain a spot on the Top 100, the article has been submitted to the UNCG Campus community for their vote. **Note: Prior to this annual report being printed, it was announced that this project won the 2016 CODAwards Top 100!**

Dear David,

The jurying results are in... and our esteemed jury panel has placed your work, Vision Plan for New Neighborhood, in the 2016 CODAwards Top 100! **CONGRATULATIONS!** With 407 projects from 29 countries submitted to the awards, please know that the competition for these Top 100 spots was stiff and you should be proud!

Starting today, the Top 100 entries are featured on CODAworx and available for public voting. Now it is your turn to tell the world about the great work that you do! Only two projects will win the CODAwards People’s Choice award this year. **It’s up to you to make your project a winning entry.**

- Email our [public voting page](https://www.codaworx.com/awards/codaawards/2016/voting) to your friends and family, clients and collaborators
- Share the Public Voting page with your social networks and showcase your position in the Top 100 (projects are in alphabetical order so be sure to give the name of your project along with the link to vote)
- Reach out to collaborators to share the good news
- Shout it loud and proud that you're in the Top 100, use the following code snippet to put the 2016 CODAwards Top 100 badge on your website:

```
```

Don’t just take our word for it. Here is some advice from last year’s CODAvideo awards People’s Choice winner, artist Mery Crystal Ra of Crystal Energy Ltd.: “The rise in social networking has breathed new life into global collaboration. The most important [advice] is to use social media channels and all business partner’s networks globally and their social media channels (Facebook, Twitter, LinkedIn etc…).”

Voting in our People’s Choice campaign is simple and easy. Just click the “Vote” button below a project. You may vote for as many projects as you’d like, but please only vote once per project. Final tallies for votes will be audited at the close of the competition and CODAworx reserves the right to take action in the event of inappropriate voting. The **deadline for votes is Thursday, June 30 at 11:59 pm, central time (GMT -5:00).**

**View the Top 100 submissions now and share your project with others.**

As a reminder, the two People’s Choice winners in addition to the ten category winners selected by the jurors will be showcased in a seven-month CODAworx exclusive exhibition at the Octagon Museum in Washington, DC, USA, starting in March 2017.

Thank you for the amazing work you do, and for participating with us in the 2016 CODAwards.

Good luck!

The CODAworx Team
Vision Plan for New Neighborhood

submitted by Wagner Murray Architects

Project

University of North Carolina at Greensboro
Greensboro, NC United States 2014
Artwork Budget: $10,000

Project Team

ARCHITECT
David Wagner
Wagner Murray Architects
[ contact info ]

CLIENT
The University of North Carolina at Greensboro

Overview

This project allowed the architecture and design team to look at creative ways to make a 200 foot long concrete tunnel appealing. The tunnel is constructed beneath an active railroad right of way with daily train service. It’s reinforced concrete construction with limited ability to apply materials to the surfaces in the tunnel because of vibration from the trains above. The design team developed patterns to create interest in the vaulted ceiling structure. Each pattern was fabricated with a rubber mold and concrete pattern models were tested. The final design created “movement” in the vault.

Goals

The UNCG project allowed the architecture and design team to look at creative ways to make a 200 foot long concrete tunnel more appealing. The tunnel is constructed beneath an active railroad right of way with daily train service. It is reinforced concrete construction...
with very limited ability to apply any materials to the surfaces in the tunnel because of vibration from the trains above. The design team developed a series of patterns to create interest in the vaulted ceiling structure. Each of these patterns was fabricated with a rubber mold and concrete pattern models were tested. The final design which was agreed upon by the university and the design team, created “movement” in the vault, an achievable design intent.

Process
Once again, our project team developed the color palette along with the university planning officials and mocked up a number of alternate paint schemes for the ceiling and wall textures. The final result utilized a number of colors including the university’s colors (blue and gold). The project was executed by a combination of our design team and the painting subcontractor.

Additional Info
The project has become immensely successful and has garnered significant regional awards including the Best Project in the Southeast Under $10,000,000. The University applauded the design and the tunnel and adjacent plaza has become a destination and gathering place for the university. Color in architecture can convey a sense of well-being and comfort when properly executed. Color and art can lift the mundane to a much higher level so that both consciously and subconsciously any viewer can feel and sense positive reactions.
Media
June update on Kaplan Center for Wellness

May 31, 2016 by Campus Weekly Staff

Work on UNCG’s new Leonard J. Kaplan Center for Wellness continues to stay on schedule, and it should be ready to occupy for the Fall 2016 semester. UNCG Facilities Design & Construction notes that landscaping and site work is well underway, with trees and shrubs starting to be planted and pedestrian light poles being installed. Work on the interior of the building is mostly centered around the completion of finishes, testing the various mechanical and electrical systems, and completing the pools.

Repaving of Neal Street and McCormick Street was part of May’s work, as well.

See photos from mid-May.

Filed Under: Features
TRENDS IN HIGHER EDUCATION INTERIORS

AN INCREASING NUMBER OF OPTIONS IN MATERIALS, FURNISHINGS AND FINISHES IS LEADING TO VIBRANT, INVITING DESIGN.

BY STUART MCCORMICK, AIA, LEED-AP

TODAY'S COLLEGE STUDENT IS MORE ATTUNED TO DESIGN THAN EVER BEFORE. Reared on a visual diet that includes commercial influences from Apple, Target and other design-savvy product manufacturers and retailers, they are looking for similar visual and functional experiences in the university environment. Having worked in the higher education market for over 25 years, LAMBERT Architecture + Interiors has seen the trend evolve away from typical institutional interiors. Gone are painted concrete block, terrazzo floors and 2-foot-by-4-foot lay-in ceilings with fluorescent lighting, and uncomfortable furnishings (if any) in common areas. Today's interiors feature a broad range of finishes and furnishings, creating spaces that encourage students to linger and collaborate.

COLORS

We have noted an increase in requests to "brand" interiors. Many university athletic programs have had great success promoting support for their teams by intensive integration of school colors and logos into facilities and programs. Colleges and universities are aggressively marketing themselves to prospective students, and have realized that creating a strong connection can be assisted by the use of school colors and imagery. However, this approach is not without issues. Most school colors were chosen to...
banners and print materials. Over-eager marketing directors may insist on the use of the school’s exact matching Pantone colors for interior finishes. While this may work well for athletic facilities that receive only occasional use, it can be a bit extreme for interior spaces such as student centers, dining facilities and residential spaces that are used on a daily basis.

LAMBERT was called in to fix “branding gone bad” at the University of North Carolina Greensboro’s Elliott University Center. Initial efforts had used the university’s graphic standard colors of royal blue and intense yellow–gold for interior repainting. The results were not pleasing. Working with a committee that included Facilities, Marketing and University Center staff, a palette was devised that used the blue and gold as inspiration but softened the intensity. Neutral shades were used to fully repaint the interiors, and the school colors were applied as accents in featured locations. New carpet tile was selected in a manufacturer’s standard rectangular pattern with a range of deep blue shot with a streak of yellow. This was a lucky find and prevented the need for a custom color run, but when only custom colors will work, it is increasingly easy to specify colors using a manufacturer’s standard pattern for a relatively small, minimum-quantity run at little to no additional cost.

FURNITURE

Collaborative environments continue to be popular and everyone wants everything on wheels — everyone, that is, except for the staff responsible for maintaining the arrangement and inventory! Increasing options in mobile furniture have indeed done much to allow students and faculty to create configurations that foster a specific learning need or task. Strategies such as coding furnishings and upholstery in specific colors can be employed to identify distinct spaces, and it’s easy for staff to recognize the odd item and get it back to its proper home.

The top priority on user lists these days is integration of technology. The need to hardwire power and data connections can run counter to the desire for flexibility. Increasing speeds in wireless technology have eliminated most needs to have a hardwired data connection, but provision of power is still an issue. Battery life is improving, but students can still be found clustered around a power outlet. Many options now exist that allow power modules to be incorporated into tables and even soft seating units. Still, much coordination is required to understand and properly specify power connections to the furniture modules. Hardwired data connections can still play an important role in collaborative environments. Several systems allow users to plug their laptops or tablet devices into a console and share the work on a large screen and switch between users. With the increasing amount of material available online,
libraries in particular are moving away from being warehouses for books and printed material. They are becoming digital learning centers where staff and systems are designed to help them find, sort and interpret the vast amount of reference materials out there. Furniture must accommodate both university-owned and controlled technology, while still accommodating students’ personal laptops, tablets and phones.

FABRICS

When it comes to choosing fabrics, the age-old struggle between comfort/aesthetics vs. durability/maintainability is getting easier. Whereas the designer used to need to choose between these, now you can have both. New vinyl choices come in a multitude of textures, many that look and feel like a fabric instead of vinyl. Some have self-healing capabilities that protect against concern of punctures from pencils or pens. There are even metallic and iridescent options. Vinyl continues to be a good choice for areas subject to high wear, such as the seat cushion.

In the UNC Greensboro Elliott University Center high-backed lounge furniture was used to create privacy for individuals or groups, but taken into consideration was the fact that students’ hair care products can cause unsightly staining in the “head zone.” Accent application of vinyl in this area provided an easily wipeable surface that would resist damage, and formed a nice design connection to the same vinyl on the seat cushions.

We still favor woven fabrics over printed patterns, but a vast array of choices is available in both. Typically, look for options that exceed 100,000 double-rub ratings as a minimum. Fabrics made from stain-resistant impregnated fibers, such as Crypton or Nanotex, are tops for consideration in these high-use and abuse environments. When we really want to use a fabric from a design perspective that is not available in these fibers, we call for fabrics treated with a similar protective coating before it is applied to the furniture.

MATERIALS

Increased focus on aesthetics, coupled with a greater range of durable choices, has allowed a wider variety and more options for interior finishes. Another trend is authenticity; students are gravitating to designs that convey a sense of soul. Natural materials such as stone or weathered wood help bring a layer of history to a new or renovated space. The use of wood finishes is popular as a way to introduce visual warmth into spaces. New production technologies have allowed plastic laminates, ceramic tile and vinyl films on metal panels to be acceptable and often superior functional substitutes for wood.

In the new Student Center at Salem College in Winston-Salem, NC, the nation’s oldest institution for higher learning for women, the use of wood floors was important to maintain consistency with other buildings on campus, some over 200 years old. Rift-sawn oak was chosen, and durable new finish technologies allowed its use throughout major common areas. The café is a major component of the building, and the college wanted the wood flooring to continue in this area. After much deliberation, a wood-look ceramic tile was decided upon in a similar color and pattern to the real wood floors due to the high level of traffic, usage and cleaning in the café. Increased attention to sustainability has raised awareness of how and from where materials are sourced. The high visibility of finishes yields an obvious place to showcase materials made from renewable sources such as cork and bamboo.

As trends come and go, some of these ideas will fade away, but the increasing variety of color, material, furniture and interior finish options will only grow. We are excited to see where the future leads, and what choices are available next year and the next.

Stuart McCormick, AIA, LEED-AP, is a vice president for LAMBERT Architecture + Interiors in Winston-Salem, NC (www.lambertai.com). He can be reached at smccormick@lambertai.com.
Goals 2016-17
2016 - 2017

1. Employee Engagement
   a. Develop and implement coaching strategies to strengthen independent decision making from the design staff.
   b. Achieve a minimum of 25% HUB participation in the Annual Services design contract.

2. Customer Service
   a. Determine and implement more effective methods to communicate with the customer.
   b. Review process and identify efficiencies to reduce time between project initiation and submission of estimate.

3. Responsible Stewardship
   a. Optimize reporting function of FDC. Transition to one database for all reporting.
   b. Partner with ITS to move FDC file structure to “Box”.
FACILITIES
OPERATIONS
Executive Summary
Facilities Operations experienced changes and made progress in many areas during fiscal year 2015-16. Surplus Warehouse Services became a part of Facilities Operations at the beginning of the fiscal year and preparations were completed to assume responsibility for life safety systems in residence halls by the start of fiscal year 2016-17. Facilities Operations became responsible for providing services to the Kaplan Center for Wellness upon the acceptance of the construction project on June 29, 2016. Accepted responsibility of life safety systems in residence halls on July 1, 2016.

Advances in customer service were made by establishing a communication protocol to keep our customers updated during the completion of service requests and by implementing the use of mobile electronic devices for dispatching and processing work orders. Formal career progression plans were implemented in housekeeping and grounds maintenance to facilitate career development and create efficiencies. The average energy usage per gross square foot continues to decline as energy conservation and management efforts continue. Landfill diversion rate was increased.
Annual Goals and Major Accomplishments
2015-16 Annual Goals Progress

Employee Engagement- Decrease Annual Rate of Total Accidents/Injuries by 2%; OSHA recordable injuries by 1%: The annual rate of total accidents increased by 3.4% and OSHA-recordable accidents increased by 1.93% compared to 2014-15. The overall increase was due to a marked increase in injuries within Facility Services particularly at the beginning of the fiscal year. Actions were taken to increase safety awareness and Facilities Operations set a new consecutive safe day record of 94 days in the middle of the fiscal year.

Responsible Stewardship- Implement Energy Conservation Measures to reduce energy consumption in terms of Btu/gsf/total degree days by 1% from FY 14-15: Energy consumption in terms of btu/gsf/tdd increased by 13.95% compared to 2014-15 even though the average Btu/gsf decreased from 104,913 to 104,077 (0.8% decrease). It is believed that the increase in Btu/gsf/tdd is due to a decrease in the total number of degree days coupled with a baseline load of energy consumption that is not weather dependent (ex. lighting, plug loads, etc.). Student enrollment also increased in 2015-16. A plan was presented to implement energy conservation measures to lower the energy consumption (BTU) by 1% compared to 2014-15. The plan hinged on being able to implement a project to install occupancy sensors on the Sullivan Science teaching lab fume hoods to reduce energy consumption. This project was not implemented due to inadequate time to initiate and finish the project by mid-June using utility savings carry forward funding. Several energy-conservation projects were completed that are estimated to result in $95,218 in annual energy cost avoidance.

Responsible Stewardship- Enhance energy data analysis, work closely with registrar and building users to start integration of building system operation with actual hours of occupancy: Nihal al Raees joined the Facilities Operations team on March 14, 2016 as an Energy Analyst. Having an Energy Analyst allows Facilities Operations to perform needed analysis of energy and water use to spot anomalies and identify opportunities to reduce utility usage. Also provide a resource to identify and implement other energy conservation measures such as optimizing building usage and occupancy schedules.

Responsible Stewardship- Enhance energy measurement abilities by completing sub-metering in two more Academic/Administrative Buildings: installed steam sub-meters in Curry and Ferguson to complete the utility sub-metering for these two buildings.

Customer Service- Increase self-identification & completion of corrective work by Zone Maintenance, specifically for ceiling tiles, proper storage of materials and ladder inspections. Eliminate the following items in the building EHS reports: a) ceiling tiles missing or stained; b) ladders not inspected; c) improper storage of materials in mechanical/electrical/ housekeeping areas. Occurrence was not eliminated but decreased
significantly. Of 30 buildings inspected by EH&S, seven instances of improper storage in mechanical/electrical rooms, five instances of ladder inspection issues, and thirty instances of ceiling tiles missing or damaged were noted. Of the thirty ceiling tile items, fourteen occurred in Petty Building. The averages were 0.23 storage issues, 0.17 ladder issues, and 1.0 (0.47 excluding Petty) ceiling tile issues per building inspected.

**Customer Service- Increase communication with customer through the life of the customer generated work order:** a) **Implement pilot program for hang tag program:** a protocol was developed during the fiscal year that resulted in the Service Request Communication SOP being issued in July 2016. This protocol ensures that the customer is informed about the status of service requests that take more than two business days to complete. The technician is also required to indicate actions taken in the comments section of the service request to let customers know what was done to correct the issue.

**Responsible Stewardship- Complete Kronos integration to Banner:** project was cancelled due to implementation issues.

**Responsible Stewardship- Complete internal program review effectiveness of the Paint, Carpenter and Sign shop:** Review existing processes, capabilities, opportunities and threats. Make recommendations for performance enhancement if appropriate.

**Responsible Stewardship- Implement APPA review of Grounds:** Implemented recommendation to abolish a vacant position in Sports Turf and use part of the funding to hire a seasonal worker. This action allowed us to continue to accommodate the increased workload during warm weather, avoid overstaffing during the winter, and use the remaining funding from the abolished position to provide needed additional funding for the Athletic Facilities Maintenance Other Than Personnel budget.

**Responsible Stewardship- Implement APPA review of Housekeeping:** Housekeeping has worked on their inspection process to ensure that all areas are maintained at least at an APPA service level 3.

**Employee Engagement- Roll out career progression plan in Housekeeping and Grounds:** Career progression plan was implemented for the Building Environmental Technician career band in Facility Services in September 2015 and in Grounds in March 2016. Benefits of the plan is to provide career development, enhance communication capability, create efficiencies, and provide a means to increase salary level to 100% of market rate for those who complete the requirements.
**Responsible Stewardship - Develop guidelines for "attic" stock and include revisions to Design and Construction guidelines:** The Design and Construction guidelines were reviewed with Facilities Design and Construction but Facilities Operations has not yet submitted a proposed revision.

**Major Accomplishments**

- Facilities Operations became responsible for Surplus Warehouse Services in July 2015 with the transfer of this function from Purchasing. Several surplus sales have been successfully conducted.
- Coordinated the completion of the Chancellor transition effort and completed several initiatives to prepare Bryan House.
- Career progression plans were implemented within Facility Services and Grounds for the Building Environmental Technician career band. These plans consist of a written set of requirements for each competency level to facilitate career development, enhance skill levels, and increase operating efficiencies. The plans also enable those in this career band who fulfill the requirements to receive salary increases up to 100% of market rate.
- Began the transition to assuming full responsibility for life safety systems in residence halls. Negotiated a Memorandum of Understanding with Housing and Residence Life. Created and filled a new fire alarm technician position that was needed to provide these services. Maintenance transition period began 5/1/16 with Facilities Operations assuming full responsibility on July 1, 2016.
- Submitted a request for $308,068 in Utility Savings Carry Forward funding for FY 2015/16 that was approved and used for various energy-saving projects. Submitted request to the State Energy Office and waiting for approval from the Office of State Budget and Management for another $316,585 in Utility Saving Carry Forward request for FY 2016/17.
- Completed approximately $306,000 in year-end projects.
- Assumed responsibility for maintenance and operation of the Kaplan Center for Wellness and its Central Utility Building in June 2016. This is an additional 221,722 gross square feet of building space with associated grounds. Procured $112,000 in initial equipment/supplies and initiated recruitment of staffing for seven new positions to provide the necessary resources for servicing the building.
- Diverted 975 tons of waste from the landfill through recycling efforts to achieve a 44.6% waste diversion rate. The Office of Waste Reduction and Recycling conducted a campus Shred-A-Thon in June to provide a way to recycle discarding documents in a manner that protected sensitive or confidential material and avoids potential identity theft. Over nine tons of material were shredded and recycled. Salvaged over seven tons of usable items
(clothing, shoes, and décor) from residential student move-out through the Cram and Scram event.

- Received the Tree Campus USA award for the seventh straight year.
- The Paint Shop painted the exterior of the lodge and restroom outbuilding at Piney Lake, the exterior and interior at Three College Observatory, and an estimated 60,000+ square feet of office spaces and common areas throughout the campus.
- Facilities Operations contracted Schneider Electric to retro-commission Alumni House, Elliott University Center, Brown, Ferguson, Graham, Coleman, Moore Humanities, and Gatewood Studio Arts. Controls Shop staff also participated in this effort. The estimated annual energy cost avoidance as a result of this retro-commissioning is $64,886 (simple payback of 5 months).
- Issued the mobile TMA Device Usage SOP and implemented the use of mobile TMA on iPad minis by technicians in the Zone, PAC, HVAC, Electric, and Plumbing Shops. This creates operating efficiencies by eliminating paper work orders for these areas. It also permits a quicker notification to customers of service request completion.
Statistics
### Facilities - Annual Statistics

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<tr>
<th>Facility</th>
<th>Fiscal Year</th>
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<td>Corrective Work Orders Completed</td>
<td>11,825</td>
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<td>Preventative Work Orders Completed</td>
<td>14,513</td>
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<td>Special Billing Work Orders Completed</td>
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<td>Pounds of steam produced</td>
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<tr>
<td>Cubic feet of gas used by steam plant</td>
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<td>Gallons of fuel oil used</td>
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<td>Gallons of boiler make up water used</td>
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<td>Gallons of water (other than steam plant) used</td>
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<td>Total water consumption per gallons/GSF</td>
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<td>Total energy consumption per BTU/GSF</td>
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<td>Recycling as percentage of weight</td>
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<td>Total training hours</td>
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<td>Key Performance Indicators in Facilities Operations</td>
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<td>1. Avg. Work-Order Cycle Time (customer generated)</td>
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<td>2. Ratio of Corrective to Total # of Work Orders</td>
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<td>3. Ratio of PM to Total # of Work Orders</td>
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<td>4. Ratio of Project/Special Billing to Total # of Work Orders</td>
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<td>5. Ratio of Corrective to Total Work Order Man-Hours</td>
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<td>6. Ratio of PM to Total Work Order Man-Hours</td>
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<td>7. Ratio of Project/Special Billing to Total Work Order Man-Hrs.</td>
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<td>8. Delinquent Corrective Work Orders (over 30 days)</td>
<td>27</td>
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<td>9. Delinquent PM Work Orders (over 30 days)</td>
<td>54</td>
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<tr>
<td>10. Number of Accidents</td>
<td>32</td>
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Personnel
Major Changes in Personnel

- We had numerous retirements in this time period:
  Jossee Messan
  Geraldine Coppedge
  Keith Siler
  James Turner
  Dennis Cardwell
  Bob Johnson

- Due to a reorganization in Business Affairs:
  • Surplus Warehouse Services now reports to Facilities Operations.

- The following twelve employees received promotions:
  Ernest Brooks
  Elizabeth Swinson
  Wendojoumamba Atama
  Brandy Bumpas
  Bernard Goodwine
  Ronald Madden
  Rebecca Jones
  Curtis Hartson
  Mark Wilson
  Andrew Gwyn
  Ted Crawford
  James Smith

Personnel Accomplishments

- Ralph Farmer received BEST of the year during International Housekeepers Week
- Fall 2015 Staff Stars were: Rebecca Dawkins, Valerie Johnson, and Joe Borden – Facility Services and Ben Evans – Grounds.
- Spring 2016 Staff Stars were: Anthony Bessard – Facility Services and Richard Ratcliffe – Zone Maintenance.
- Rhonda Goins, Serena Raleigh, Ralph Turner, Melanie Sawyer, Anthony Bessard, Thomas Everett, and Hoyte Phifer participated in two community outreach projects with the Greensboro Urban Ministries.

Training

- Thomas Everett graduated from the UNCG Leadership Institute.
- Chris Cardwell, Terry Goins, Ernest Brooks, and John Tinnin completed the Management and Supervisory Development Program conducted by Human Resources.
• Ben Kunka graduated from the APPA Institute for Facilities Management.
• Douglas Cato completed track 2 of the APPA Institute for Facilities Management.
• Hoyte Phifer completed track 3 of the APPA Leadership Academy.
• Jon Soter completed steam systems training conducted by Spirax-Sarco.
• Andrew Gwyn attended NICET Level 3 and 4 fire alarm system training.
• Ivan Lyall attended the Kronos User Conference and Controlling Chaos and Thriving Under Pressure Classes.
• Ken Lewis attended Aircuity Owner Training.
• Scott Cline and Travis Holcomb attended Schlage NDE Series Training.
• David Alcon attended Electrical Exam Code Preparation Training.
• Peter Ashe, Rickey Craft, and Jim Munro attended the NC Sports Turf Managers Association Irrigation Auditing Training and Sentinel Irrigation System Training.
• Douglas Cato and Nihal Al Raees attended the State Energy Conference.
• Peter Ashe and James Smith attended the NC/SC Sports Turf Managers Association 2015 Conference.
• Sam Waters and Brad Weatherly attended the Yaskawa AC Drive Training.
• Lee Martin, Hal Shelton, Chris Cardwell, Jim Munro, and Kevin Siler attended Cardinal Turf and Ornamental Pesticide Training.
• Cynthia Culberson attended an Electrical Installation Class.
• Raymond Montgomery attended a Backflow Prevention Recertification Class.
• Elizabeth Jordan attended an Administrative Assistants Conference.
Award Recipients

1. Employee Recognition Awards:

2. Staff Stars:
   a. Fall 2015: Joe Borden, Rebecca Dawkins, Valerie Johnson – Facility Services; Ben Evans – Grounds
   b. Spring 2016: Anthony Bessard – Facility Services; Richard Ratcliffe – Buildings and Trades
Media
Cistern for UNCG irrigation to boost sustainability

August 3, 2015 by Campus Weekly Staff

This summer, our university installed a 2,500-gallon cistern that will capture rainwater, which will then be used to irrigate areas that don’t have sprinkler systems. That will both cut the amount of rain that flows into the sewer system and also reduce the amount of water the university must purchase from the City of Greensboro for irrigation.

Hal Shelton, director of UNCG Grounds, says, “The cistern is operational and is capturing the rain water off of two different roofs at the Grounds Shop. We were able to do this with a grant that Chad Carwein applied for from the State of North Carolina. We use this to water our annuals and trees around campus that would otherwise be watered with city water.”

In late fall, prior to winterizing the cistern, the remaining water will be pumped into a separate tank and used to make brine for snow removal. This will not only decrease the amount of storm water runoff flowing into the sewer system, but it will also reduce the amount of water the university must purchase from the City of Greensboro.

The water in the cistern is not safe for drinking.

According to the Sustainability office, the surface area of the two roofs combined (2044 sq. ft.) as well as the average annual rainfall in Greensboro (46 inches) results in the cistern potentially harvesting around 58,500 gallons of rainwater a year.

The project was a collaborative effort between the UNCG Grounds Division and the UNCG Office of Sustainability. The Guilford County Soil and Water Conservation District (SWCD) provided technical and financial assistance as well. In fact, about 45 percent of the project is eligible for cost-share funding that will be reimbursed through the Community Conservation Assistance Program (CCAP).

This is the only news regarding campus sustainability. This semester, the UNCG Green Fund will accept its first grant proposals for campus projects to increase the sustainability of the
The Green Fund will be funded by a semester $2.22/full-time student fee — ratified after students in the UNCGreen student organization campaigned for it. In the first semester, it will have about $25,000 to $30,000 to distribute.

(Greensboro News and Record article below)

UNCG Using a Cistern to Save Money

By Katie Husband
Tuesday, August 4, 2015 at 04:37 PM EDT

GREENSBORO -- California's recent drought conditions are inspiring a Triad university to get ahead of potential problems. UNC-Greensboro has started using a cistern to collect rain water for use around campus.

For every three inches of rainfall, UNC-Greensboro is able to get up to 2,500 gallons of water for free from the sky to use around campus.

"Basically watering flowers and bushes, new plantings, any place where something is growing," said Jim Munro, UNCG irrigation technician.

The Guilford County Soil and Water Conservation District awarded a grant that covered about 75 percent of the cost to install the cistern. All they need is rain water.

"It goes into what they call a "leaf eater," that thing up there. The down pipe is called the "first flush." Any debris that's up there will wash off, go into that it will fill up that pipe and the clean water will start going into the tank," said Munro.

Conservationists say the cistern will cut the amount of water the university has to buy from the city and it will decrease the amount of runoff going into the city's storm sewers.

"We're keeping the water that falls on the house or the home, business or the building. We're funneling that into the cistern instead of wasting that water," said Millie Langley, Guilford County soil conservationist.

The UNCG maintenance crews say they're not only going to use the cistern during the spring and summer months, they have a plan to use it during the winter.

"What we're trying to do is set up a system where we can pump the water out of the tank to make brine so, we're trying to use it year-round instead of just the hot months, June, July and August," said Munro.

Under the grant provisions, the cistern has to be maintained for 10 years with random inspections from the state. University officials are interested in installing more when funds become available.
Doing Better: NC universities’ focus on sustainability is paying off

Energy use at UNC-CH has fallen 31 percent per square foot since 2003

NCSU strategic plan provides path to reducing environmental footprint

UNC Greensboro installs cistern to collect rainwater, reduce water consumption

By Christopher Gergen and Stephen Martin

Correspondents

With colleges and universities across our state back in full swing for the fall semester, environmental sustainability is high on their priority lists – and that’s good for their bottom lines and for our planet.

At UNC Greensboro, university officials are touting the sustainability of the campus police building and Spartan Village residential community – two newer structures that were recently awarded the Leadership in Energy and Environmental Design (LEED) silver certification.

They’re also proud of another environmentally friendly feature, even if it’s an idea that has actually been around for thousands of years: the rain bucket. Over the summer, UNCG added a 2,500-gallon cistern to catch rainwater that will be used to irrigate natural areas that don’t have sprinkler systems.

It’s the latest step in the university’s efforts to reduce water use. Since the 2002-2003 academic year, officials say, water consumption on campus has dropped 74 percent per square foot of building space, saving more than $15 million.

Extensive efforts to decrease greenhouse-gas and transportation-based emissions at UNCG, along with a strong focus on energy efficiency, have earned the university a gold rating from the Sustainability Tracking, Assessment and Rating System, a self-reporting mechanism managed by the Association for the Advancement of Sustainability in Higher Education.

Collaborative approach

An intense focus on sustainability extends to higher education institutions across our state. UNC-Chapel Hill and Appalachian State University also hold the gold rating from AASHE. And, in
the newest issue of the Sierra Club’s Sierra magazine, five of our institutions rank among the top 65 greenest colleges and universities, or “Cool Schools,” nationally. The survey factors in everything from the sustainability of food, water and energy to the emphasis placed on sustainability in academics, innovation and investments. California dominates the rankings with the University of California, Irvine at No. 1 and three other schools in the Top 10.

Here at home, UNC-Chapel Hill leads the way at No. 15, followed by Appalachian State at No. 23, Duke at No. 27, Warren Wilson College at No. 54, and UNC Greensboro at No. 63.

UNC-Chapel Hill’s high ranking recognizes the long-term success of its sustainability office, which directs a wide array of classroom, policy and service initiatives. Since 2000, the university has reduced water use by 60 percent per square foot. A recent, three-year “Water in Our World” campaign took a collaborative approach to research, teaching and raising awareness about the responsible use of water.

Energy use is also declining on campus, dropping 31 percent per square foot since 2003. UNC-Chapel Hill recently opened two lab buildings that won the LEED gold rating. Its LEED platinum education center at the Botanical Garden was the first building at the university to include a geothermal heating/cooling system and photovoltaic panels. A series of solar panels on top of the building generate at least 20 percent of the building’s electricity.

Collectively, since 2003, UNC-Chapel Hill’s sustainability initiatives have saved slashed $223 million in energy costs and saved nearly $25 million on water expenses.

Wise investment

N.C. State’s strategic plan for sustainability maps a clear path for reducing its environmental footprint. Its innovative initiatives include developing a co-generation plant that enables the university to create some of its own electricity, a sustainability living and learning community called EcoVillage, and a student led fund that awards grants for campus sustainability projects.

To the west, Appalachian State is enlisting thousands of its community members in an effort to reduce its carbon footprint. The university estimates that the average student, faculty and staff commuter drives about 4,300 miles a year, with each person creating just a little less than two metric tons of greenhouse gas carbon-dioxide emissions. For $8 apiece, they can buy carbon offsets as part of the university’s Carbon Neutral Commuter program. With assistance from sustainability firm Sterling Planet, the offset fees are invested in projects that help counteract the release of greenhouse gases. The initiative has easily surpassed the expected participation rate of 2 to 3 percent, attracting 17.5 percent of eligible people.

UNCG, UNC-Chapel Hill, N.C. State, and Appalachian State have all shown sustained leadership in this arena, and it’s time for more of our higher education institutions to follow suit. Some already are. UNC Charlotte, for example, is starting this year to implement a sustainability plan. It has only to look at some of its peer institutions around the state for proof that it’s making a wise investment.
Recognize UNCG housekeeping staff

September 15, 2015 by Campus Weekly Staff

The Facility Services Department of the UNCG Facilities Operations will be celebrating International Housekeepers Week from Sept. 28 – Oct. 2, 2015.

If any department would like to honor housekeeping staff for their dedication, commitment, and contributions to the university, they may do so anytime during the month of September.

If you have any questions, you may contact the Facility Services Department at 334-5997.

Fall 2015 Staff Stars

Joe Borden
Valerie Johnson

A recognition of Facility Services’ Housekeepers

October 13, 2015 by Campus Weekly Staff

International Housekeepers Week may be over, but it’s never too late to say “thank you” to the housekeepers who work for the university.

“The job that they do is beyond a mop and a bucket,” said Hoyte Phifer, Assistant Director of Facility Services. “The employees are the front line of any organization. They are the first ones people see in the morning and the last people to leave at night.”

Facility Services celebrated International Housekeepers Week from Sept. 28 to Oct. 2, honoring about 100 workers with an ice cream social, picnic and other events.
The department named Ralph Farmer its Employee of the Year. Farmer, who has worked at the university about 16 years, is a member of the department’s Housekeeping Committee and participates in student move-in efforts each year, Phifer said. Farmer also provides exceptional customer service in the Weatherspoon Art Gallery, Pfifer said.

“Ralph is a very good detail cleaner,” Phifer said. “He is also consistent in his work with very good attendance.”

Special recognition also went to members of the equipment and housekeeping committees, Phifer said.

Members of the Equipment Committee: Katie Sales, Rebecca Jones, Jeremy Murray, James Mason, Craig Payne, Timothy Wilkins, and Wanda Williams.


The International Executive Housekeepers Association started the recognition program in 1981 to build morale among workers; UNCG has participated for about 20 years.

*Photo: Housekeepers in the Facility Services Department were honored at an Awards Day Celebration in the Alumni House on Tuesday, Sept. 29.*

*By Morgan Glover*

**Biggest bonfire ever at UNCG**

October 21, 2015 by Campus Weekly Staff

Jeff Collins and Gualli Morales helped guide the final quarter of UNCG’s new bonfire fire pit into place last Friday morning – preparing for the biggest bonfire the campus has ever seen.

And perhaps, Collins said, the biggest bonfire Greensboro’s ever seen.

The firepit is impressive – 15 feet in diameter and made of A36 steel. It weighs two tons. “UNCG” is laser cut into the steel along the edges. It was assembled from four quarter-sections on Kaplan Commons last Friday morning.
“Jeff Collins welded it himself,” said Donegan Root (Alumni Engagement). Collins is chairman of the Alumni Association.

The big Spartan bonfire was lit Friday evening with a festive crowd of students and others in the campus community gathered ‘round. Collins and Morales were among those enjoying the scene.

The event was part of Homecoming 2015.

Tim Sloan was the point person for the bonfire project, Root said. It’s a substantial operation. Several Facilities staff members joined together to prepare the bonfire.

About 70 pallets, stacked almost 10 feet high, were used in the blaze, Root said. Pine needles and some brush were used as well.

By Mike Harris

**Congratulations to the September Staff Stars**

October 20, 2015 by Campus Weekly Staff

Nine UNCG staff members were honored a few weeks ago weeks for their devotion to duty, innovation, service, human relations and other stellar achievements. Chancellor Gilliam presented several of the awards himself – at the staff members’ offices and work spaces – as did some of the Staff Senators from the Recognition and Morale committee.

The honorees were:
范essa Apple – Libraries
Joe Borden – Facilities
Pierre Campbell – Housing and Residence Life
Maggie Capone-Chrismon – Office of Space Management
Kathy Fair – Chancellor’s Office
Chris Gregory – Housing & Residence Life
Valerie Johnson – Housekeeping
Matthew McKay – Housing and Residence Life
Karen Ward – Libraries
Hey, what happens to those apples at Minerva?

December 8, 2015 by Campus Weekly Staff

The campus tradition of leaving apples at the Minerva Statue continues. I stopped by the statue and counted 78 apples on the second day of exams. In addition, someone had left a bag of Harris-Teeter red apples on the ground at the base of the statue. (Hey, why just leave one, right?) By Monday, the number of apples stood at around 120.

I recently was asked, “What happens to all those apples?” Last fall, I’d asked Hal Shelton in Grounds that very question, and stopped by to speak with Gually Morales and Tony Rojas, who take care of that area of campus. I learned that Grounds staff sometimes cleans and places a few pristine apples in the Grounds Department common area. But most of the apples are taken to the edge of the Peabody Park woods and placed on the ground and in bushes for the squirrels and rabbits to enjoy. A delightful holiday treat for the woodland animals … it seemed like something straight out of a great Beatrix Potter book. After last year’s December exams had ended, I was walking near Peabody Park and, lo and behold, there were a group of apples on the forest floor. I snapped a photo (dated Dec. 16, 2014). Within a few days, they were virtually all gone.

See related story about a new twist, this year.

Post and photo by Mike Harris

UNCG Grounds, led by Hal Shelton, battles wintry weather

February 23, 2016 by Campus Weekly Staff

Just a few days before an anticipated snowstorm, Hal Shelton is awaiting a 30-ton shipment of road salt.
“That last one was a tough one,” Shelton said, peering at the depleted pile of road salt in a small Facilities Operations warehouse on Gate City Boulevard.

As the Assistant Director for Grounds, Shelton is responsible for carrying out much of UNCG’s winter weather plan. Along with a team of Grounds employees, and help from many staff in Facilities Operations, Shelton helps keep university sidewalks and roads clear from snow and ice.

According to Shelton, the university used about 90 percent of the 30 tons of road salt stored in the warehouse during the January 2016 snowstorm.

When Shelton began working with University Facilities 27 years ago, sprinkling sand on the sidewalks was the best tactic the Grounds Department had for offering traction on the sidewalks during a snowstorm. But the university has come a long way since then, Shelton said, as he awaited the shipment of road salt.

Some of the salt will be mixed with rain water collected on the grounds. This mixture, called brine, is used to pre-treat roads before the storm. Oftentimes, a treatment of the brine or salt will be applied to Spring Garden Street at 2 a.m. when traffic has died down. Because Spring Garden is considered a secondary city street, it typically will not be cleared by the city so it’s up to the Grounds crew and cross-campus support to keep the street and its sidewalks cleared.

After a treatment of brine or salt is applied a snow plow will clear enough space for an emergency vehicle to operate on the street.

Facilities Operations keeps two snowplows in a warehouse on-site and if the anticipated storm is big enough Shelton will rent more. But even making a reservation costs money. Deciding between cost and efficiency is a large part of the job. “It’s sort of stressful sometimes,” Shelton said.

According to Shelton, it’s the support from all facets of campus operation that help keep the walkways passable. Volunteers from across campus will pick up shovels to clear entranceways and paths through campus. If icy roads make for a dangerous commute, Housing & Residence Life will often offer a vacant room to an employee. And according to Shelton, the administration has been behind the operation, providing the funding to keep roads and walkways clear.

“We’re all in it together on this,” Shelton said.

By Daniel Wirtheim

**Couple’s nearly 7 decades of service to UNCG**

January 5, 2016 by Campus Weekly Staff
Pat Turner joined Accounts Payable Office in 1979 and has served in the University Registrar’s Office since 1985.

James R. Turner joined the Physical Plant as a trades helper in 1983 and is retiring as an HVAC technician.

They have both retired in recent weeks. The married couple served UNCG a grand total of 68 years.

Pat Turner was recognized at the Enrollment Management breakfast meeting Dec. 17. As the Turners sat together, Dr. Bryan Terry showed a listing of what was in the news the year Pat joined the university. (Remember “Happy Days” and “The Love Boat” on TV – before cable?)

Terry also recognized Student Success Center Director John Foreman, who plans to retire this summer. “I have had a wonderful 15 years here at UNCG doing what I have loved – working with first generation college students. I was a first gen myself,” he told CW.

The whole division was serenaded by the Facilities Operations Choir. The choir was making a bit of history – they’d never performed outside of their own departmental events, choir director Cynthia Louis told CW.

By Mike Harris

They’re ready. Are you? Big Cram & Scram June 4

May 31, 2016 by Campus Weekly Staff

Kaitlyn Runion picked through an armful of garments, sorting them into a neat row of bins labeled for clothing, shoes, electronics and more.
Runion, along with other UNCG Guarantee Scholars and Ben Kunka of the UNCG Office of Waste Reduction and Recycling, spent five days in May sorting items that UNCG students left in the Cram & Scram donation bins at the end of the academic year. The items are to be sold in the annual Rummage Sale on June 4 in the EUC.

Last year over six tons of material was diverted from landfill disposal through UNCG’s Cram and Scram reuse program and rummage sale.

This year, UNCG’s Office of Waste Reduction and Recycling is partnering with the Daisy Trader, a program that helps offer bedding and clothing to students in need.

“It’s rewarding for me to give back to a program that helped me so much,” said Runion, a recent graduate, Guarantee Scholar and founder of the Daisy Trader. “I wouldn’t have been in school without the Guarantee Program.”

The UNCG Guarantee Program offers scholarships to high-achieving students from low-income households. Runion, who comes from a single-parent low-income family, created the Daisy Trader to offer help to others in a similar situation.

Kunka sees the rummage sale as fulfilling two functions: to give back to the community and to keep still-good items in use.

“The purpose is not to make money,” said Kunka, as he placed two Guitar-Hero controllers into a bin for electronics. “It’s to keep it out of the landfill.”

All proceeds will help fund environmental learning opportunities on campus such as Earth Day celebrations and other events. All material not sold will be donated to Goodwill.

All items are sold at 50 cents a piece. The June 4 Cram & Scram rummage sale will be held in the EUC Cone Ballroom at UNCG. Doors open at 8 a.m.

By Daniel Wirtheim
Photograph by Daniel Wirtheim

**Shred-a-Thon June 17**

May 31, 2016 by [Campus Weekly Staff](#)

Friday, June 17, from 9 a.m. to 1 p.m. the opportunity to shred paper documents with sensitive and confidential information for free will be in front of Foust Building on Administration Drive. The mobile shredding truck that will be stationed there is designed to process large amounts of paper on site.
Confidential materials from your office or home are welcome. This event is limited to UNCG faculty, staff, students and alumni.

Help will be available to unload your car. Staples, envelope windows and small paper clips are fine to be included with the material but no binders will be accepted. Be sure all paper is out of any binders before bringing your material. Use proper lifting technique and teamwork to move paper to the event — paper is deceptively heavy.

Last year about 16,920 lbs. of material was shredded and recycled, which is roughly equivalent to 143 trees worth of paper.

For any questions or assistance with getting records to the event, contact Ben Kunka, bakunka@uncg.edu.

Records that have permanent or historical value, based on the approved records schedule, are to be transferred to University Archives. Instructions for transferring records to University Archives are available at http://uncg.libguides.com/university_archives/transferring_to_archives.

If you have questions about transferring records to University Archives or the historic value of your records (both paper and digital) contact Erin Lawrimore at erlawrim@uncg.edu.

UNCG is required to comply with the North Carolina Public Records Law concerning the retention and disposition of records. Records are to be disposed of according to university and state-approved schedules. The UNC General Records Retention and Disposition Schedule is available at http://its.uncg.edu/records_management/. If you have questions about records management, contact 6-TECH at 256-832
Goals 2016-17
<table>
<thead>
<tr>
<th>Goal</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Engagement- Decrease Annual Rate of Total Accidents/Injuries by 2%; OSHA recordable injuries by 1%</td>
<td>Safety metrics on annual rate of total accidents/ injuries and OSHA recordable injury rate. Data kept by Facilities Operations.</td>
</tr>
<tr>
<td>Responsible Stewardship- Implement Energy Conservation Measures to reduce energy consumption in terms of btu/gsf by 1% from FY 15-16. Complete retro-commissioning of four buildings</td>
<td>Reduce average energy consumption BTU/GSF by 1% from FY 15-16</td>
</tr>
<tr>
<td>Customer Service- Hire a Business Manager and reorganize Business Office</td>
<td>Fill position and make org changes by winter break.</td>
</tr>
<tr>
<td>Responsible Stewardship- Enhance energy measurement abilities</td>
<td>Complete sub-metering in two more Academic/Administrative Buildings</td>
</tr>
<tr>
<td>Customer Service- Increase self-identification &amp; completion of corrective work by Zone Maintenance, specifically for ceiling tiles, proper storage of materials and ladder inspections</td>
<td>Eliminate the following items in the building EHS reports: a) ceiling tiles missing or stained; b) ladders not inspected; c) improper storage of materials in mechanical/electrical/ housekeeping areas</td>
</tr>
<tr>
<td>Customer Service- Decrease service request average response time</td>
<td>Decrease average service request finished time to 3 calendar days and complete 90% of service requests within 7 calendar days</td>
</tr>
<tr>
<td>Customer Service- Increase communication with customer through the life of the customer generated work order: a) Implement service request communication protocol</td>
<td>Contribute to bring two service measurements within alignment on next customer service survey.</td>
</tr>
</tbody>
</table>
HISTORICALLY UNDERUTILIZED BUSINESS (HUB)
Executive Summary
The mission of the Historically Underutilized Business (HUB) Program at UNCG is to provide HUB Businesses equal access to participate fully in all aspects of the University’s construction and procurement opportunities. We strive to exceed the state’s goal of 10% for HUB utilization to a University goal of 15% by partnering with surrounding universities, state agencies, community and trade organizations in outreach initiatives to increase the participation and success rate of HUB designers, contractors, professional services providers and vendors.

This last fiscal year, the HUB Office focused on its commitment to the mission and the overall growth of the programs Goals at UNCG. The HUB Office milestones and recognition during 2015-2016, were achieved with the spirit of collaboration, inclusiveness, support and transparency.

The year in review:

**Annual HUB Participation:**

- Informal, Formal and Construction Manager at Risk Projects - $81.3MM in overall project expenses with $28.6MM in minority business expenses. As well as, total HUB Participation of 35.2% with African-American Participation of 7.1% and Female Participation of 23.5%.

**Awards:**

- The Good Faith Effort Award-HUB Advocate received at the 34th Annual State Construction Conference from the Office of Historically Underutilized Businesses, in recognition of Outstanding Commitment and Support of the HUB Program and HUB Firms.
- Graduation Certificate from The University of North Carolina at Greensboro Leadership Institute, for the successful completion of all requirements of the 2015 UNCG Leadership Institute.
- Competent Communicator Certificate from Toastmaster International, for exceptional achievements in the Toastmaster International Communication Program.

**Outreaches:**

- UNC System Triad Coalition 6th Annual Minority Construction and Supplier Outreach (UNCG, NC A&T and WSSU). Theme: Accessing The Low Hanging Fruit to OPPORTUNITES....
- 1st Annual Greensboro Minority Enterprise Development (MED) Week (Host: UNCG, NC A&T, City of Greensboro, Guilford County, GTCC and Guilford County Schools).
- 5th Annual Gate City Minority Business Opportunity Fair (Host: UNCG, NC A&T, City of Greensboro, Guilford County Schools, GTCC, Guilford County and East Market Street Development Corporation).

**Appointments:**

- Chancellor’s Advisory Committee for Equity, Diversity and Inclusion
- Co-chair, UNCG’s Police Staff and Faculty Advisory Board
- Business Affairs’ Vice Chancellor Advisory Group
Annual Goals and Major Accomplishments
ANNUAL GOALS:

Employee Engagement:

- Oversee day-to-day operations and long term strategy while promoting the University’s HUB program to internal and external stakeholders and performing outreach to target populations. Develop and cultivate partnerships to increase the pool of qualified Historically Underutilized Businesses for public construction projects.

Customer Service:

- Assist in the outreaches, contractor prequalification and bid notifications for all Informal, Formal and Construction Manager at Risk Projects.
- Assist minority contractors/vendors on obtaining their Statewide Uniform Certification.

Responsible Stewardship:

- Assist in the outreaches, contractor prequalification and bid notifications for all Informal, Formal and Construction Manager at Risk Projects.
- Assist minority contractors/vendors on obtaining their Statewide Uniform Certification.
- Support and collaborate on minority opportunity events with other State Universities HUB Coordinators.
- Support and collaborate with the North Carolina Minority Organizations (UMCNC, NCCN, HCAC, The Institute) on state, county and community minority programs and events.

MAJOR ACCOMPLISHMENTS:

- Graduation Certificate from The University of North Carolina at Greensboro Leadership Institute, for the successful completion of all requirements of the 2015 UNCG Leadership Institute.
- Competent Communicator Certificate from Toastmaster International, for exceptional achievements in the Toastmaster International Communication Program.
- Spartan Village Phase II-Glenwood Community Job Fair (June 8 & August 6, 2016).
- Facilitated Environmental Health and Safety “Open House” (1st Open House Event-Facilities Management Employee Engagement Program).
May 15, 2014

Anthony Phillips
3970 Sorrell Ct
High Point, NC 27265-8400

Dear Toastmaster Phillips,

Congratulations! By completing the Competent Communication manual, you not only have earned recognition as a Competent Communicator (CC), you also have gained valuable communication skills that will benefit you in many aspects of your life.

As a CC, you are ready to take advantage of the many opportunities offered by Toastmasters' Advanced Communication program. This challenging program consists of 15 manuals. Each manual has five projects focusing on specific communication and leadership applications.

These manuals are entitled: The Entertaining Speaker, Speaking to Inform, Public Relations, The Discussion Leader, Specialty Speeches, Speeches by Management, The Professional Speaker, Technical Presentations, Persuasive Speaking, Communicating on Television, Storytelling, Interpretive Reading, Interpersonal Communication, Special Occasion Speeches, and Humorously Speaking.

To qualify for Advanced Communicator Bronze (ACB) recognition, you must complete two of these manuals (a total of 10 projects). A Program Completion Record is included at the end of each manual; please complete and submit these forms when you apply for ACB recognition. The Program Completion Records from the two manuals completed must accompany your ACB application.

You also may wish to take advantage of the opportunities available to develop your leadership skills. Toastmasters International's leadership track offers recognition for your leadership activities in your club and district. Information about the leadership awards is enclosed.

Sincerely,

Daniel Rex
Chief Executive Director

Enclosures
Competent Communicator

recognition is given to

Anthony Phillips

for exceptional achievements in the

Toastmasters International Communication Program

April 7, 2014

George Yen
International President

Daniel Rex
Chief Executive Officer
January 23, 2015

Mr. Tony Phillips
HUB Coordinator
Facilities Management

Dear Tony:

I would like to personally congratulate you on your selection as a member of the 2015 class of the UNCG Leadership Institute. The UNCG Leadership Institute is designed to develop and promote a culture of innovation and excellence and to provide emerging leaders with a significant, year-long opportunity to increase their leadership skills and accelerate their own leadership performance and readiness at the unit, department, or division level.

I am very excited by the development of this on-campus career development program that provides our emerging leaders the opportunity to interact with leading national speakers, engage in an action research project, and work closely with a senior-level mentor. Our investment in our human capital is essential and of the highest priority.

Congratulations again! I look forward to working with you during the course of this year’s Institute.

Cordially,

Linda P. Brady
Chancellor
The University of North Carolina at Greensboro
Leadership Institute

Graduation Certificate

For the successful completion of all requirements of the 2015 UNCG Leadership Institute, this is hereby awarded to
Mr. Tony Phillips

this 20th day of November, 2015

Dr. Franklin D. Gilliam, Jr.,
Chancellor

Deb Capley
Interim Associate Vice Chancellor, Human Resources
Mr. Anthony Phillips  
Facilities Management  
105 Gray Drive  
Gray Home Management Building  
The Campus

Dear Mr. Phillips:

I am pleased to re-appoint you to a two year term of service on the Chancellor’s Advisory Committee on Equity, Diversity and Inclusive Excellence from August, 2014 – August, 2016. Rod Wyatt will serve as the chair of this committee.

The agenda for the coming year will be decided upon by the committee to include embedding diversity and inclusive excellence within the university’s next strategic plan. Major areas of emphasis for the committee will include: support for each academic unit’s equity, diversity and inclusion efforts, developing operational guidelines and assessment tools to determine the success of the university wide diversity and inclusive excellence initiatives and the development of a university wide Campus Dialogue Series for faculty, staff, students and the Greater Greensboro community.

The work of this committee will be closely aligned with UNCG’s next Strategic Plan and our core values of inclusion and transparency. Your efforts will assist in charting the future for UNCG through service as a diversity and inclusive excellence ambassador and champion.

You will be notified in the near future in regards to the first meeting of the committee. Unless I hear from you otherwise, I thank you for your willingness to serve on this committee.

Sincerely,

Franklin D. Gilliam, Jr.  
Chancellor

FDG:ss

C: Dana Dunn, Executive Vice Chancellor and Provost  
    Rod Wyatt, Chair
July 27, 2016

Dear Tony,

Congratulations on your selection as a member of the Vice Chancellor for Business Affairs (VCBA) Advisory Group during the 2016 – 2018 term, effective July 1.

The VCBA Advisory Group is charged to facilitate communication between the Vice Chancellor for Business Affairs and Business Affairs employees. Specifically, the advisory group shall be responsible for:

- developing and implementing initiatives that further enhance Business Affairs performance drivers in the areas of employee engagement, customer service and responsible stewardship;
- serving as an information liaison that meets directly with the Vice Chancellor to provide feedback and represents Business Affairs staff; and,
- building initiatives focused on Business Affairs priorities, including but not limited to the Business Affairs Employee Engagement Survey and Business Affairs Expo, as well as serving on ad-hoc working groups as new initiatives are developed.

The advisory group will meet monthly and as needed. The chair will contact you soon to arrange the meeting schedule.

Thank you for serving on the VCBA Advisory Group and all you do for UNCG.

Sincerely,

Charles Maimone
Vice Chancellor for Business Affairs
UNC System Triad Coalition
Sixth Annual Minority Construction and Supplier Outreach
Theme: Accessing the low hanging fruits to OPPORTUNITIES...

Tuesday, May 17, 2016
9:30 AM – 2:00 PM
Exhibit Table Setup – 8:00 - 9:30 AM

Agenda

➢ Mistress of Ceremony ............................................................................................................ Dr. Eunice Dudley, CEO of Dudley Cosmetology Schools

➢ Introductions, Greetings and Remarks ........................................................................... 9:30 – 10:00 AM
  o AVCs from each University... Mr. Andrew Perdins-NCAT, Mr. Jorge Quintal-UNCG and Mr. Timothy McMullen, WSSU for Ms. Rosalba Ledezma
  o HUB Coordinators ........................................................................................................... Mr. James Griffin, NCAT, Ms. Brenda Fulmore, WSSU, and Mr. Tony Phillips, UNCG

➢ Minority Supplier Spotlight .............................................................................................. 10:00 – 10:15 AM
  Mr. William Cocke, CEO of WC Construction Company

➢ Safety Presentation ............................................................................................................ Mr. Aaron Leftwich, WSSU .............................................................................................. 10:15 – 10:30 AM

➢ Break .................................................................................................................................. 10:30 – 10:45 AM

➢ N.C. State Purchasing Presentation .................................................................................. Ms. Angie Dunaway ................................................................. 10:45 – 11:15 AM
Purchasing Panelists: WSSU, NC A&T, UNCG & N.C. State Purchasing ....................... 11:15 – 11:45 PM
Panel Facilitator and Introduction of Speaker ..................................................................... Dr. Eunice Dudley

➢ Speaker ............................................................................................................................... Mr. Marvin Carolina, Jr., JE Dunn Construction Co. 11:45 – 12:15 PM

➢ Lunch & Networking ........................................................................................................ 12:15 – 1:00 PM

➢ Mr. Dennis English, Asst. to Secretary for HUB Outreach, N. C. Department of Administration ................................................................................. 1:00 – 1:15 PM
  o Raffle

➢ Construction Opportunities .............................................................................................. Various Universities ................................................ 1:15 – 2:00 PM
  o N.C. Connect Bond – What’s next?

➢ Closing Remarks ................................................................................................................. UNC System Triad Coalition
2015 GATE CITY MINORITY BUSINESS OPPORTUNITY FAIR

Greensboro, N.C. (March 17, 2016) – East Market Street Development Corporation will host the 5th Annual Gate City Minority Business Opportunity Fair on Thursday, March 31, 2016. This networking event is free and open to minority and women-owned businesses interested in contracting opportunities with the local public institutions and governmental agencies.

Participants in The Gate City Minority Business Opportunity Fair will include key representatives from the City of Greensboro, Guilford County, Guilford County Schools, Guilford Technical Community College, NC A&T State University, NC Military Business Center, NC Department of Transportation and The University of North Carolina at Greensboro. The networking event will be held from 4:00pm to 7:00pm at The Khalif Event Center, 2000 East Wendover Ave., Greensboro, NC 27405. Event attendees can also learn about additional opportunities with event sponsors including: M&F Bank, Greensboro Housing Authority, SBTDC/PTAC, The Support Center, Greensboro Partnership Chamber of Commerce, Guilford Merchants Association and others to be added.

This networking event is hosted by East Market Street Development Corporation to support Historically Underutilized Businesses, including minority and women-owned business enterprises. “Our goal is to have more minority and women-owned firms positioned for growth through new relationships that lead to more revenues,” says Phil Barnhill, Director of Operations at East Market Street Development Corporation.

Tony Phillips-UNCG, Mayor Nancy Vaughan, James Griffin-NC A&T
Since 1983, the U.S. President has proclaimed a national MED Week (Minority/Women Economic Development) observance to recognize the outstanding accomplishments of minority business enterprises and to honor those corporations and financial institutions supporting minority business development.

This year, Greensboro MED Week will be held September 21 – 24, 2015

The Greensboro MED Week Committee, comprised of Tony Phillips-UNCG, James Griffin-NC A&T University, Shayla Parker-Guilford County, Joe Farrar-GTCC, Tiffany Jones and Gwen Carter-City of Greensboro and Julius Monk-Guilford County Schools has put together an exciting and informative agenda.

On Monday September 21 from 6PM-8PM, the will be a Schnoozapalooza Networking Event at the Grandover Resort. Tuesday, September 22, from 5:30PM-7:00PM, the will be Nuts and Bolts of Certification Workshop at NC A&T Merrick Hall. Wednesday, September 23 from 3:00PM to 7:00PM, there will be The “Taste of Greensboro Business Expo” event at the Greensboro Coliseum. It is an opportunity to meet representatives from the local M/WBE community and state agencies. Our MED Week celebration will end with a Thursday, September 23 luncheon where the committee has selected the following deserving nominees to receive our Inaugural Greensboro MED Week-HUB Advocate Award, in recognition of your dedication in promoting and advocating for historically underutilized businesses.

- Mr. Jorge Quintal-UNCG
- Mr. Andrew Perkins-NC A&T University
- Ms. Deena Hayes-Greene-Guilford County Schools
- Mr. Steve Drew-City of Greensboro
Statistics
## 2015-2016 HUB Utilization Report

**THE UNIVERSITY OF NORTH CAROLINA AT GREENSBORO**

### Overall Hub Program

**SUBMITTED BY:** Tony Phillips  
**TITLE:** Hub Coordinator

### Project Title

<table>
<thead>
<tr>
<th>Minorities Business Participation</th>
<th>Total Project Budget</th>
<th>Total Dollar Value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Asian American (A)</td>
<td>Black, African American</td>
</tr>
<tr>
<td>OPEN END AGREEMENTS AWARD</td>
<td></td>
<td></td>
</tr>
<tr>
<td>24 PROJECTS</td>
<td>$237,855</td>
<td>$7,400</td>
</tr>
<tr>
<td>INFORMAL PROJECTS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>54 PROJECTS</td>
<td>$2,953,942</td>
<td>$0</td>
</tr>
<tr>
<td>FORMAL PROJECTS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Soccer Stadium &amp; Field Repairs</td>
<td>$1,043,792</td>
<td>$0</td>
</tr>
<tr>
<td>Tower Village-Fire Alarm Replacement</td>
<td>$902,000</td>
<td>$0</td>
</tr>
<tr>
<td>2 PROJECTS</td>
<td>$1,945,792</td>
<td>$0</td>
</tr>
<tr>
<td>CONSTRUCTION MANAGER AT RISK</td>
<td></td>
<td></td>
</tr>
<tr>
<td>School of Education Building (CMR)</td>
<td>$27,477,106</td>
<td>$0</td>
</tr>
<tr>
<td>Quad Residence Hall Renovations (CMR)</td>
<td>$48,938,855</td>
<td>$0</td>
</tr>
<tr>
<td>2 PROJECTS</td>
<td>$76,415,961</td>
<td>$0</td>
</tr>
<tr>
<td>GRAND TOTAL Dollars &amp; Percentages</td>
<td>$81,315,695</td>
<td>$0</td>
</tr>
</tbody>
</table>

### Facilities

**SUBMITTED BY:** Tony Phillips  
**TITLE:** Hub Coordinator
Personnel
In accordance with the Board of Governors adopted 2001 Historically Underutilized Businesses (HUB) Policy. The University of North Carolina at Greensboro has identified a full-time HUB Coordinator, who has the responsibility of monitoring, providing assistance to all construction and procurement departments, and administering all HUB related activities at the university.

- **Appointment:** Chancellor’s Advisory Committee for Equity, Diversity and Inclusion
- **Appointment:** Co-chair, UNCG’s Police Staff and Faculty Advisory Board
- **Appointment:** Business Affairs’ Vice Chancellor Advisory Group
- **Appointment:** Chair, Facilities Management Event Committee-Employee Engagement

B.S.-Civil Engineering Technology
Awards
GOOD FAITH EFFORT AWARD
HUB Advocate
Presented to
Anthony Phillips
HUB Coordinator
University of North Carolina at Greensboro
In Recognition of Outstanding Commitment and Support of the HUB Program and HUB Firms
34th Annual State Construction Conference
March 25, 2015
CERTIFICATE OF APPRECIATION

AWARDED TO

Tony Phillips

For being an Outstanding Facilitator
We couldn’t do it without you!

This 17th day of April, 2014

SBC Main Branch Center

Greensboro Partnership
Chamber of Commerce

Jr. D. Gray, Executive Director

GCDF
CERTIFICATE OF APPRECIATION

AWARDED TO

Tony Phillips

For being an Outstanding Facilitator of the Greensboro Community Development Fund's Fall 2014 Business Readiness Certification Program

We couldn't do it without you!

This 4th day of December, 2014

Greensboro Partnership
Chamber of Commerce

SBC
Small Business Center

Jerome Gray, Executive Director

GCDF
CERTIFICATE OF APPRECIATION

AWARDED TO

Anthony Phillips

For being an Outstanding Champion of the Employee Engagement Initiative to
Establish the Events Committee for the Facilities Organization at UNCG

We couldn't do it without you!

Awarded this 2 day of September, 2015.

Signed

Facilities

HUB 17
Media
2016 Triad Coalition

UNC HUB Coordinators Annual Meeting

SCO Conference March 2015
UNCG Job Fair
Wednesday June 8, 2016
6:30pm-8:30pm
Glenwood Recreation Center
2010 Coliseum Blvd, Greensboro, NC
*apply for early phase Spartan Village Phase II construction jobs*
*learn about UNCG food service, bus driver, & general employment opportunities*
For more information visit:
http://campusenterprises.uncg.edu/sv2jobs

Facilities

HUB 19
September 29, 2014

Jorge Quintal
Associate Vice Chancellor
254 Mossman Building
Greensboro, NC 27412

Dear Mr. Quintal:

I would like to take this opportunity to recognize Mr. Anthony Phillips for his commitment to promoting and increasing purchasing opportunities for businesses certified as HUBs.

Our experience working with Mr. Phillips has been nothing short of excellent. First, he is genuinely interested in understanding our business. This has been demonstrated by his willingness to meet with me one-on-one, tour our warehouse facility and meet with our senior management team. Second, he is following up on his promise to share information on relevant upcoming purchasing and contracting opportunities. In fact, GP Supply Company was recently informed by your purchasing department that we are the lowest bidder on the UNCG plumbing supply contract. While we did our part to be competitive during the bid process, Mr. Phillips’ efforts to share the bid opportunity to the HUB community in a timely manner was a key success factor. And thirdly, we are confident Mr. Phillips is advocating internally for GP Supply Company as well as other HUB certified companies who seek to partner with the school.

In closing, we value our relationship with UNCG and we sincerely appreciate the pride Mr. Phillips takes in his role as HUB Coordinator for your institution.

Best regards,

Antonio Wallace
CEO
Goals 2016-17
The HUB Office looks to continue making significant gains towards building a strong problem dedicated to providing minority businesses equal opportunities on UNCG’s campus. With the collaboration and support from the growing number of partners on and off campus, our mission will move to the next level this fiscal year.

Goals for the 2016-2017 Fiscal Year:

**Employee Engagement:**

- Work closely with the UNCG Purchasing Department on campus minority business awareness to enhance Employee Engagement.
- Oversee day-to-day operations and long term strategy while promoting the University’s HUB program to internal and external stakeholders and performing outreach to target populations. Develop and cultivate partnerships to increase the pool of qualified Historically Underutilized Businesses for public construction projects by 10% (Additional 3 HUB Contractors).

**Customer Services:**

- Continue to work closely with Facilities Operation to meet or exceed the minority participation goal of 25%. Meet bi-yearly (January and July) to review participation status and opportunities.
- Continue to work closely with FDC on increasing the minority opportunities in the Architectural, Engineering and Professional Services areas.
- Work closely with the UNCG Purchasing Department on the HUB participation in the procurement areas.
- Continue dialogue with several local prime contractors in regards to partnering with UNCG’s HUB Office for assistance with their company’s HUB program.

**Responsible Stewardship:**

- Continue collaboration, partnership and support of the surrounding universities, state agencies and community minority organizations in initiatives to increase minority businesses participation.
- Continue support of the North Carolina Minority Organizations (UMCNC, NCCN, HCAC) on state and local counties minority programs and events.
- Participate in the UNC System Triad Coalition 7th Annual Minority Construction and Suppliers Outreach- Scheduled for May 2017 at UNCG.
- Participate in the 2nd Annual MED Week Event- Scheduled for September 2016.
- Work closely with the selected New Nursing Building Construction Manager at Risk to meet or exceed the minority participation goal of 30%.
SUSTAINABILITY OFFICE
Executive Summary
FY2015-16 saw great the continuation of great progress in the area of sustainability at UNCG. It also saw the departure of both of the two permanent staff members in the office who had been with UNCG for multiple years. In 2015-16 UNCG’s new Chancellor Frank Gilliam confirmed his intention to continue support for sustainability as a core value and of substantial importance to students in their choice of college. The year also saw successful implementation of the UNCG Green Fund created and administered by students.
Annual Goals and Major Accomplishments
The Sustainability Office works to strike a balance between targeted focal points and supporting new initiatives and partnerships that may have been unplanned at the start of fiscal year. Three goals with seven assessment metrics were established at the beginning of FY2015-16. These goals provide targeted focal points regardless of new opportunities were situated relative to three focal points in Business Affairs: employee engagement; customer service; and administrative efficiencies.

These goals were developed by the two permanent, full-time staff members in the Sustainability Office, led by Sustainability Coordinator Trey McDonald who had been with the office for five years at the start of the fiscal year. The metrics/strategies laid out were both ambitious and well informed given staff was well established at that point. Personnel changes in both full-time staff members over the course of the fiscal year changed the work in the office quite dramatically. These ambitious activities were for most part tabled as the office scaled back to very basics of maintaining a modest presence on campus and supporting activities in progress during what became a transition year.

<table>
<thead>
<tr>
<th>BUSINESS AFFAIRS FOCAL POINT*</th>
<th>GOAL (G) &amp; METRIC (M) FY2015-16</th>
<th>OUTCOMES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsible Stewardship</td>
<td>G1. Enhance a culture of sustainability.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>G1M1. Analyze results of sustainability literacy assessment and identify areas of strength and opportunities.</td>
<td>Informal assessment completed. Formal written analysis still needed.</td>
</tr>
<tr>
<td></td>
<td>G1M2. Leverage sustainability metrics on campus in collaboration with media relations and the Sustainability Council.</td>
<td>Partnered with Council and NC Alliance to narrow in on key metrics for use in campus dashboards and at system level.</td>
</tr>
<tr>
<td></td>
<td>G1M3. Evaluate option for electronic time keeping for direct reports to the AVC.</td>
<td>No viable option identified.</td>
</tr>
<tr>
<td></td>
<td>G1M4. Expand Green Office program to 4 more departments on campus.</td>
<td>Put on hold due to staff changes.</td>
</tr>
<tr>
<td>Responsible Stewardship</td>
<td>G2. Partner to implement a pilot sustainability program in at least one residence hall building in Spring 2016.</td>
<td></td>
</tr>
<tr>
<td>Responsible Stewardship</td>
<td>G3. Evaluate cost and recommend strategy to meet goals of state of NC executive order 156 in Facilities.</td>
<td></td>
</tr>
<tr>
<td>-------------------------</td>
<td>-------------------------------------------------------------------------------------------------</td>
<td>---</td>
</tr>
<tr>
<td></td>
<td>G3M1. Eliminate consumption of copy paper without recycled content paper in Facilities.</td>
<td>▪ Not pursued due to staff changes.</td>
</tr>
</tbody>
</table>

OTHER NOTABLE ACTIVITIES & ACCOMPLISHMENTS
While the annual goals of the office are key metrics, in any year there are a number of other notable activities not addressed in those. See table below for several notables.

<table>
<thead>
<tr>
<th>CAMPUS OPERATIONS</th>
<th>DESCRIPTION &amp; STATISTICS</th>
</tr>
</thead>
</table>
| Exterior Recycling Pilot Study | ▪ student initiated effort aimed at improving recycling behavior of campus users in common areas
▪ focal point emerged on exterior recycling on west side of Elliott University Center
▪ data collection conducted in Spring 2016 utilizing user observations and sample waste audit
▪ STATISTICS
  o three staff members and two students recorded behavior of 50 pluses users of bins and sorted one day of waste from those containers |
| Kaplan Wellness Center Building Employee Guide | ▪ high level overview of new building with focus on history, operations, healthy living, and safety
▪ targeted for all employees in building but especially the hundreds of Recreation & Wellness employees who do not go through UNCG new employee orientation
▪ STATISTICS
  o coordinated six units on campus for development of content |
<table>
<thead>
<tr>
<th>COMMUNICATIONS &amp; OUTREACH</th>
<th>DESCRIPTION &amp; STATISTICS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>UNCGreen Earth Day Events</strong></td>
<td>• supported primary environmental club on campus in coordinating an on campus celebration of Earth Day in Spring 2016 coupled with annual tree planting by Facilities Operations</td>
</tr>
</tbody>
</table>
| **New Student Orientation (SOAR)** | • capitalized on Summer 2016 orientation info sessions (SOAR) for all new UNCG students, both freshmen & transfers  
• coordinated info table at SOAR with UNCGreen and Strong College which has a topical focus on sustainability  
• **STATISTICS**  
  o coordinated staffing for ten orientations in June to be followed by three in August  
  o collected names from just under 100 students wishing to receive information about the Green Fund and/or UNCGreen |
| **Business Affairs Annual Employee Luncheon Featured Talk & Raffle**  
**May 24, 2016** | • on invitation from Vice Chancellor for Business Affairs (BA), Sustainability provided a brief featured talk at the BA annual employee luncheon coupled with a quiz and raffle focused on food and sustainability  
• **STATISTICS**  
  o secured nine raffle prizes for food and sustainability focused raffle  
  o secured participation by 75 staff members in food focused quiz in order to enter raffle |
<p>| <strong>Website Redesign</strong> | • partnered with Sustainability Council Communications Committee to execute full redesign of UNCG sustainability-focused webpages |</p>
<table>
<thead>
<tr>
<th>ADMINISTRATIVE &amp; GOVERNANCE</th>
<th>DESCRIPTION &amp; STATISTICS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sustainability Council</strong></td>
<td>• coordinated with key faculty and staff to plan a Fall 2016 retreat focused on the gap between UNCG sustainability plans and progress</td>
</tr>
</tbody>
</table>
| **Green Fund** | • supported a successful first year of the new UNCG student fee funded Green Fund  
  • **STATISTICS**  
    o received and processed 32 applications  
    o administered nine (9) full or pending awards  
    o supported Design & Construction assessment of three (3) projects requiring more detailed development |
| **Sustainability Office Relocation** | • partnered with UNCG Facilities Design & Construction, contracted architect & Campus Enterprises to design new space for the Sustainability Office in Moran Commons  
  • move to new space planned for late December 2016/ early January 2017 |
| **AES Grant Proposals** | • responded to one week notice of opportunity for $5,000 grants from Appalachian Energy Summit with two grant applications for graduate fellows to work on LEED for existing buildings and surplus furnishings |
Personnel
Staffing for the UNCG Sustainability Office in FY15-16 and 16-17 consists of two full-time staff members. In FY15-16 both of the staff members holding these two positions left UNCG for new opportunities that advanced their personal goals:

- Sustainability Coordinator for Operations (Sustainability Coordinator)
  - position vacant for five months of fiscal year; and
- Sustainability Program Specialist (Sustainability Specialist)
  - position vacant for four months of fiscal year
  - applications for new staffer in position closed July 31, 2016.

While there is no funding currently dedicated to internships or similar, nonpermanent positions in the Sustainability Office, several individuals successfully joined the office for short periods of time. See details below on staffing for the positions and the individuals who have held them.
PERMANENT STAFFERS

Trey McDonald
Sustainability Coordinator
April 2010 - October 2015
- MS Environmental Science & Policy
- BS Marine Biology

Chad Carwein
Sustainability Specialist
September 2013 - February 2016
- MPA Public Affairs
- MS Environmental Science
- BA Psychology

Shanna Eller
Sustainability Coordinator
March 2016 – present
- PhD Urban Studies
- MUPP Urban Studies & Planning

NOTABLE ACTIVITIES & TRAINING

- Appalachian Energy Summit – July 2015
- Left UNCG for work spouse’s work opportunity in California following completion of PhD.

- AASHE Conference – October 2015
- Appalachian Energy Summit – July 2015
- Appalachian Energy Summit Mid-Year Meeting – February 2016
- Left UNCG to become first Director of Sustainability at Eastern Carolina University.
NON-PERMANENT STAFFERS

Caitlin Carroll
Sustainability Staff Temporary
February 2016 – September 2016
- BS Business
- BS Economics

Donggeum Lee
Sustainability Intern
January 2016 – July 2016
- BA Political Science – expected December 2017

Ashley Rose
Sustainability Intern
June – August 2016
- BA Environmental & Sustainability Studies – expected May 2019

Kim Walsh
Sustainability Intern
June 2016
- BA Environmental & Sustainability Studies

ACTIVITIES

- Served as sole point of contact for Sustainability Office from February 2016 to end of March 2016.
- Executing full redesign of sustainability webpages.
- Leaving UNCG in October 2016 to attend graduate school in Europe.
- Completed pilot of Green Room certification program in Spring 2016.
- Secured university scholarship for paid internship in Summer 2016.
- Completed inventory of faculty, courses, and degrees at all universities in Greensboro related to the topic of food systems.
- Updating annual graphs for website.
- Online research inventorying local food assets including farms and multi-ingredient products.
Awards
For the most part, sustainability awards and recognition for universities in the United States today results from institutions submitting information to a series of non-profit organizations for voluntary scores. In 2015-16, UNCG received or maintained voluntary recognition as:

- STARS Gold from the Association for Advancement of Sustainability in Higher Education (AASHE). Gold was awarded in February 2015 and is valid for a three-year period;
- Sierra Cool Schools 2015 School #62 ranking in Fall 2015. This is an annual, relative ranking compared to other schools who submit and based on a changing scoring that is not disclosed in advance of the rankings being released;
- Princeton Green Guide – one of the nation’s 353 green colleges;
- Tree Campus USA –
- Commuter Friendly Campus; and
- USGBC LEED certifications for seven (7) buildings or developments with two (2) more certifications proposed for Moran Commons and the Kaplan Center for Wellness.
Media
UNCG student organizations UNCGreen and the Campus Activities Board have teamed up to host the 2016 Earth Day Celebration on Friday, April 22, from 3 to 8 p.m. on College Avenue.

The event, which is free and open to the public, features free food and Ben & Jerry’s ice cream, games, giveaways and live music by students. UNCGreen, the UNCG Green Fund and other campus organizations will be on site to share information about sustainability projects and practices. The event will be held rain or shine, and the musical performances will take place under a large tent.

UNCGreen and UNCG Grounds will kick off the celebration by planting a tree between the Elliott University Center and Moran Commons and Plaza at 1 p.m.
“This is a fun opportunity to learn about, connect with and celebrate the natural environment that we interact with on a daily basis,” said Dr. Shanna Eller, sustainability coordinator for operations at UNCG.

UNCG has established itself as a leader in sustainability across the state with projects like the installation of a 2,500-gallon cistern and the longtime Sustainability Film & Discussion Series, as well as the Environmental & Sustainability Studies Program.

Additionally, UNCG is one of just four universities in the state to achieve a Gold rating from the Sustainability Tracking, Assessment & Rating System (STARS). UNC Chapel Hill, NC State and Appalachian State also have received Gold ratings.

Just last year, UNCG’s Student Fees Committee voted to implement a $2.22 annual fee per student to raise funds for sustainability projects across campus and the community. This student-led initiative now known as the Green Fund announced its first round of funded projects earlier this semester and provided funding for the Earth Day Celebration.

For more information about sustainability initiatives at UNCG, visit facsustainability.uncg.edu.

Story by Alyssa Bedrosian, University Relations
UNCG GOES GREENER WITH NEW CAMPUS, COMMUNITY SUSTAINABILITY PROJECTS

March 02, 2016

In the fall of 2014, student group UNCGreen presented a unique yet simple proposition to UNCG’s Student Fees Committee: implement a $2.22 annual fee per student to raise funds for sustainability projects across campus and the surrounding community.

Fast forward to 2016, and the student-led initiative now known as the “Green Fund” is garnering wide support and promising to make a big impact by reducing the university’s energy and water usage and investing in local sustainability initiatives.

Launched just last semester, UNCG’s Green Fund now has $55,000 designated solely for making the campus and the community more sustainable. This semester, the Green Fund
Committee selected six projects from 20 proposals – submitted by students, faculty and staff – to implement this spring and summer.

The fully-funded Green Fund projects are:

- **Installation of LED lighting on McIver Mall, submitted by junior Matt Krieger**
  
  UNCG Facilities Operations plans to upgrade a minimum of 20 light fixtures on McIver Mall (pedestrian walkway that runs from the south end of McIver Street to McIver Building), resulting in a projected 61 percent decrease in energy use. Total cost is $9,135.

- **Installation of a second cistern, submitted by junior Erin Yow**
  
  The installation of an additional 2,500-gallon cistern will allow the university’s grounds crew to collect more rainwater to water plants and make brine. Total cost is $6,000.

- **Conversion of Warnersville Community Garden to multi-purpose local foodscape, submitted by faculty member Dr. Marianne LeGreco**
  
  The conversion will provide a more agriculturally and economically sustainable approach to growing food in a neighborhood with a 65 percent poverty rate. Total cost is $5,900.

- **Installation of water bottle refill station in Mossman Building, submitted by staff member Adam Horton**
  
  Americans throw away an estimated 35 billion plastic bottles every year. The refill station in Mossman Building will encourage students, faculty and staff to use a reusable water bottle. Total cost is $1,250.

- **Restoration of award prizes for winners of Sustainability Shorts series, submitted by staff member Sarah Dorsey**
  
  Prizes for award winners of the Sustainability Shorts series have been slashed in recent years due to budget cuts. This project will provide $1,000 to restore the awards to their original amounts.

- **Expansion of elementary school Adopt-A-Stream program, submitted by faculty member Julie Loreth**
  
  Eight elementary schools in Guilford and Randolph counties will adopt streams near their respective schools and work with UNCG students over the next four years to clean the streams and test water quality. Total cost is $850.
“These projects all brought fiscally-responsible, high-impact solutions to the table,” said UNCG sophomore Spencer Schneier, co-chair of the Green Fund Committee. “The cistern and light conversion projects reflect our desire to fund impactful infrastructure projects on campus, while projects like Adopt-A-Stream are core to our mission of community engagement.”

Dr. Marianne LeGreco, associate professor of communication studies and academic sustainability coordinator, is excited about how these projects will incentivize the campus community to move forward on other ideas as well.

“I’ve met with faculty and students who are working on a variety of really unique projects, including the creation of a wetland on campus and the installation of solar charging stations around the Elliott University Center,” LeGreco said. “I’m thrilled about some of the ideas and proposals that are being developed for future Green Fund consideration.”

Implementation will begin at the end of March and will last through the summer. From now until April 1, the Green Fund Committee is accepting its second round of proposals for projects to implement this fall. The committee includes students, faculty and staff, but only students serve as voting members.

“Sustainability is becoming an increasingly important topic for our students, particularly in terms of alternative energy and food security,” LeGreco said. “UNCG has the potential to be a leader in issues of economy, environment, equity and aesthetics – especially when it comes to our sense of place in the larger Greensboro community.”

To learn more about sustainability initiatives at UNCG, visit facsustainability.uncg.edu.

Story by Alyssa Bedrosian, University Relations
Photography by Martin W. Kane, University Relations
UNCG PROFESSOR COMBINES ENVIRONMENT, MUSIC WITH NEW BOOK

January 20, 2016

UNCG’s Dr. Aaron Allen, co-editor and contributing author of the new book “Current Directions in Ecomusicology: Music, Culture, Nature,” has always had an interest in music and the environment.

As an undergraduate at Tulane University, Allen walked into his dean’s office to apply for two degree programs: music and environmental studies.

“So, let me get this straight,” the dean said. “You want to play your flute out in the swamp?”

Now known by many in the field as the “Father of Ecomusicology,” Allen looks back at that interaction and laughs.
“Even though I don’t play the flute, that was the way he interpreted the combination of those disciplines at the time,” Allen said. “When I was an undergraduate, I kept them as separate worlds. It was once I came to UNCG that I really started to explore the field that is now known as ecomusicology.”

Allen is an associate professor of musicology in UNCG’s School of Music, Theatre and Dance and director of UNCG’s Environmental & Sustainability Studies Program. He teamed up with co-editor Dr. Kevin Dawe and some of the field’s top experts to write “Current Directions in Ecomusicology,” the first comprehensive work on the subject. The book was published late last year.

Allen’s work in the field dates back to 2007, when he was part of a study group that was debating what this emerging interdisciplinary field should be called. Three years later, the editor of the Grove Dictionary of American Music asked him to write an entry on “ecomusicology,” one of the terms that had been bandied about among scholars. Allen wrote the entry, and the name stuck.

So what exactly is ecomusicology?

Simply put, it’s the intersection of music and environmental studies. The example Allen often uses is Beethoven’s Sixth Symphony.

“Beethoven composed a very famous symphony dealing with his experiences in nature,” he said. “The emotional side of the field is about how our experiences with nature can be reflected in music.”

However, Allen focuses the majority of his research on sustainability and musical instruments.

“Our musical instruments are made from natural resources. Sometimes these resources are responsibly harvested, and other times they are not,” Allen said. “We have to think about the kind of impact our cultural traditions have on the environment.”

While many people have heard about sustainability issues surrounding the harvesting of tropical hardwoods for guitars, Allen’s research on violins is less visible in mainstream
media. Violin bows are often made out of a Brazilian hardwood that is endangered, and many violinists are unaware of the environmental impact they may be having.

“I often hear from violinists who have been playing for many years and have never thought about where the wood came from,” Allen said. “Most musicians know about musical instrument construction – factory or workshop – and afterward. They often don’t know about the source of the wood in that factory.”

Eco musicology has both an intellectual appeal and practical implications. While the field facilitates creative critical thinking, it has also taken on an activist role by encouraging the music community to take action.

“Everything we do as musicians relies on nature – whether you’re a singer who needs clean air, a pianist whose instrument is made from trees or a jazz musician using a clarinet made from petroleum-based resins,” Allen said. “We think of music as a good thing that can do no harm, when, in fact, it can do some harm.”

According to University of Minnesota professor and contributing author Dr. Mark Pedelty, “Current Directions in Eco musicology” provides a much needed framework and foundation for the field.

“Aaron and Kevin have produced a field-changing volume with CDE,” Pedelty said. “It will be the central literary focus of Eco musicology for many years.”

“Current Directions in Eco musicology” is available at UNCG’s Jackson Library. To learn more about the book, click here.

Story by Alyssa Bedrosian, University Relations
Photography by Martin W. Kane, University Relations
Several members of the UNCG Green team take a minute to show off their awards and to relax from their work of continuously improving campus environmental sustainability. From left, Trey McDonald, Chad Carwein, Sarah Manning, Jorge Quintal, Dr. Olav Rueppell, and Dr. Marianne Legreco.

UNCG’s Sustainability Coordinator Trey McDonald appears to be an easy-going, gregarious man willing to talk about most anything with visitors. Until, that is, you mention sustainability. Suddenly, his mood gets serious, almost intense.

McDonald has headed up UNCG’s sustainability program since 2009 and, as his demeanor suggests, he and his team are on a mission – to make UNCG one of the top 25 most sustainable campuses in the nation. If recent news is any indication, they are well on their way.

The team includes Sustainability Education and Outreach Specialist Chad Carwein; UNCG Green officer and senior in Biology Sarah Manning; Biology professor and Sustainability Council Secretary Dr. Olav Rueppell; Associate Professor of Communications Studies and incoming Academic Sustainability Coordinator Dr. Marianne Legreco; Council co-chairs
Scott Milman and Dr. Stephen Holland, as well as UNCG’s first Academic Sustainability Coordinator and Chair of the Environmental and Sustainability Studies program Dr. Aaron Allen. Associate Vice Chancellor for Facilities and Chief Sustainability Officer Jorge Quintal helps keep the team on track.

Last month, UNCG received Leadership in Energy and Environmental Design (LEED) Silver certification for two new buildings – the new Campus Police Building and Spartan Village Phase 1. Notification came from the U.S. Green Building Council, which manages the LEED certification standards.

These two certifications, along with a Gold STARS rating from the Association for the Advancement of Sustainability in Higher Education (AASHE), are the latest in a string of official recognitions acknowledging how sustainability has become interwoven with the school's educational programs, research efforts and daily operations.

“UNCG has made tremendous strides in our efforts to become a more sustainable institution over the last six years,” says McDonald. “Besides ensuring that new construction strives to meet the latest standards to reduce its environmental footprint, we have other ongoing efforts that involve every aspect of campus life.”

STARS, or the Sustainability Tracking, Assessment and Rating System, allows universities to measure themselves on a range of sustainability measures and compare their performance to other universities. UNCG is one of just three universities in North Carolina to achieve the Gold rating. Others are Appalachian and UNC Chapel Hill.

“This rating is a testimony to many individuals engaged in resource and energy conservation and in implementing sustainable practices day-to-day across campus,” says McDonald. “Our largest gains have come from incorporating sustainability into the academic realm over the last three years.”

But that’s not all. For the first time, UNCG appeared in the Princeton Review’s Guide to 353 Green Colleges, scoring a 95 out of a possible 99 on surveys designed to identify the “greenest” colleges and universities across the country.
Sustainability has been among the university’s key strategic initiatives since 2009 when trustees made it one of the university’s five core values. Traditionally, sustainability has three dimensions: environmental stewardship, social equity and economic responsibility.

UNCG’s definition includes a fourth element: aesthetics. This fourth element expands the definition beyond science to the arts, an important aspect of the UNCG academic landscape. It encourages art students and faculty to contribute to the sustainability discussion. Aesthetics also relates to the beautification and preservation of the campus environment, which has been demonstrated by the Grounds Division and their work to secure Tree Campus USA status six years running for UNCG.

Awards and recognition are nice, but for McDonald, the team, and the university results are what really matter. And they’re getting them:

- **GHG Emissions** – Since FY2008-09, UNCG has seen a reduction in greenhouse gas emissions (GHG) of 4.1 percent. When air travel emissions – not included in the 2008-09 inventory – are removed from that metric, UNCG has actually reduced GHG emissions by 7.54 percent.
- **Academics** – Sixty-seven sustainability courses are offered and 188 more courses include sustainability elements. Courses are available in 51 of UNCG’s 52 academic departments.
- **Transportation-based Emissions** – Since 2008-09, UNCG’s commuter footprint has decreased more than 37 percent. The student commuter footprint has decreased 21 percent, while emissions from employee commuters have dropped more than 55 percent. These reductions are a direct result of efforts by Parking Operations & Campus Access Management (POCAM) to develop and promote multiple alternative transportation options for the campus community, including improved cycling and pedestrian infrastructure, carpooling/vanpooling incentives, fare-free bus services, and car sharing.
- **Energy Consumption** – Since 2002-03, campus energy consumption has decreased almost 17 percent per sq. ft. of building space. This equates to a reduction in energy costs of $10.7 million.
- **Water Consumption** – Campus water consumption has decreased 74 percent per sq. ft. of building space since 2002-03. This represents avoided costs in the same time period of $15.1 million.
This summer, the university has also installed a 2,500-gallon cistern that will capture rainwater, which will then be used to irrigate areas that don’t have sprinkler systems. That will both cut the amount of rain that flows into the sewer system and also reduce the amount of water the university must purchase from Greensboro for irrigation.

Students have played a major role in UNCG’s sustainability success. From leading the university’s initial participation in Campus Conservation Nationals to hosting the campus dialogue on minority student attitudes regarding environmental issues, students have been at the forefront of many initiatives. Perhaps the most impactful is the adoption of the Green Fund.

In September, the UNCG Green Fund will accept its first grant proposals for campus projects to increase the sustainability of the university. The Green Fund will be funded by a student fee of $2.22 per full-time student each semester — ratified after students in the UNCG Green student organization campaigned for it. In the first semester, the fund will have $25,000 to $30,000 to distribute.

Just a few of the potential projects that could be financed by the UNCG Green fund include:

- Installation of solar photovoltaic and/or solar thermal panels on existing buildings;
- Installation of rainwater harvesting systems such as cisterns and rain barrels, and;
- Construction of “living machines” (artificial wetlands) for wastewater management.

“We believe UNCG is moving well on its journey toward sustainability, but ultimately it’s everyone’s responsibility,” McDonald says. “We’re all in this together — every individual on campus. Together, we know we can make it happen.”

Story by Joe Gallehugh, contributor
Photography by Martin W. Kane, UNCG University Relations
Goals 2016-17
<table>
<thead>
<tr>
<th>BUSINESS AFFAIRS FOCAL POINT</th>
<th>GOALS (G) FY2016-17</th>
<th>METRIC (M)</th>
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<tbody>
<tr>
<td></td>
<td>G2. Expand Green Office program to four more departments on campus.</td>
<td>G2M1. Four new office certifications complete.</td>
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<td></td>
<td>G4. Investigate opportunities for a campus collaboration to look at socially responsible investment practices for the UNCG endowment.</td>
<td>G4M1. Have determined with key stakeholders the path forward for integrating socially responsible investing and if that path can be pursued in FY17-18.</td>
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<td>G5. Work with the Office of Waste Reduction and Recycling to meet the target of 50% waste diversion by 2017 identified in the UNCG Climate Action Plan.</td>
<td>G5M1. Have a written, three-year plan by February 1, 2017 that has the resources for implementation.</td>
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<tr>
<td>Employee Engagement</td>
<td>G6. Support nominations for Facilities employee awards given twice yearly.</td>
<td>G6M1. Increase number of nominations by 30% over prior year.</td>
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