

Donald (Don) Paul Coffelt Jr., PhD, PE, F.ASCE

VISION

“Create an environment of excellence that supports the transformation of higher education through my unique experiences, technical skills, and leadership abilities”

EDUCATION

Carnegie Mellon University

Doctor of Philosophy (PhD) in Civil & Environmental Engineering (2008)

Research Group: Advanced Infrastructure Systems

Dissertation: Roof Management Improvement: Improving Infrastructure Decision Making Through a Consideration of Total Life Cycle Cost and Deterioration

Committee: Chris T. Hendrickson (Advisor), James H. Garrett, H. Scott Matthews, Omer Akin

Research Objectives: Create an improved asset management decision model through a consideration of occupant costs; Minimize total life cycle cost by correlating the asset decision model with the deterioration cycle; Establish correlations between asset operating costs and condition assessments; Determine a “leading” condition indicator to improve and accelerate roof management decisions.

University of Illinois

Master of Science in Civil Engineering (1989)

Focus Area: Structural Engineering & Design

GPA 4.642/5.000 in 13.25 Graduate Units/14 Courses

United States Coast Guard Academy

Bachelor of Science in Civil Engineering (1985)

Academic Honors - GPA 3.37/4.00 in 149.5 Undergraduate Semester Hours/41 Courses

Commissioned as an Ensign in the United States Coast Guard (May 1985)

APPOINTMENTS & ACADEMIC EXPERIENCE

Carnegie Mellon University, Pittsburgh, Pennsylvania

Adjunct Professor of Civil & Environmental Engineering (2008 – Present)

Professor of graduate and undergraduate level courses in infrastructure management and professional engineering practice including Infrastructure Management and Civil Engineering Projects.

University-wide advice, support and guest-lecture appearances for applied engineering and design courses in both Civil and Environmental Engineering (CEE) and Architecture including Advanced Infrastructure Systems, Architecture, Engineering & Construction Management, CEE Design and Construction, and CEE Senior Design.

Committees and Boards - PhD Candidate Committee, Civil & Environmental Engineering
Facilities Committee, Undergraduate Curriculum Committee

RELATED ENGINEERING & INFRASTRUCTURE MANAGEMENT EXPERIENCE

Carnegie Mellon University, Pittsburgh, Pennsylvania

Associate Vice President for Enterprise Space Strategies (2023 – Present)

Enterprise-level responsibility to work with university leadership to develop and deploy a best-in-class global space management strategy and program that helps position our global physical environment to support and sustain Carnegie Mellon's core missions.

Associate Vice President for Facilities Management and Campus Services (2017 – Present)

Division head providing consolidated mission support services to a 6.5M square foot, Top 25, research university with responsibility for an annual budget of \$100M and a staff of 400.

Overall Program responsibilities include facilities management and campus services operating units. Facilities Management services include infrastructure planning & management, utility operations, facilities maintenance, repair, operations and services. Campus services includes parking & transportation services, postal services, print-pack-ship, copyright management, warehouse operations, copy center operations and the university bookstore.

Specific responsibilities, initiatives and achievements include division-level integration of information systems; Board-level review and support for comprehensive infrastructure investments; customer services and business operations activities; focused efforts on service excellence; common core values (Safety - Respect – Integrity); leadership team development and support; Diversity, Equity, Inclusion and Belonging goals and initiatives.

Covid-19 response priorities include campus-wide HVAC disinfection technologies, enhanced cleaning for health initiatives, campus-wide de-densification strategies, healthy-rider shuttle and transportation services, Tartan-testing support, and access control operations.

University-level committee and program support activities include the Emergency Response Core Team, Sustainability Advisory Council, the Access Control Governance Committee (Chair), the Parking and Transportation Advisory Committee, Data Governance Council, and the Campus Planning and Development Committee.

Associate Vice President and Director of Facilities Management Services (2008 - 2016)

Division head providing consolidated facilities leadership to a 6.5M square foot, Top 25, research university with responsibility for a comprehensive annual budget in excess of \$60M and a staff of nearly 300.

Overall Program responsibilities include infrastructure planning & management, utility operations, and facility maintenance, repair, operations and services.

Specific responsibilities, initiatives and achievements include Project Executive for the IBM-CMU Smarter Buildings partnership; author of a Malcolm Baldrige based division strategic plan; key/critical leadership role for incident command, emergency response and risk management; negotiator for successive, multiple, successful and progressive collective

bargaining initiatives; key member of integrated major capital project design and development working groups.

Director of Facility Operations (2003 – 2008)

Senior Manager providing customer oriented, and comprehensive facility operations and maintenance services through a full-time staff of 275 that includes in-house union maintenance and contracted janitorial services personnel. Transformational and successful realignment of facilities operations values to the mission of the university's mission and the initiation of the "campus as a laboratory" program.

SSI Services, Inc., Multiple locations in USA and Europe

Director of Corporate Programs (1999 – 2003), Pittsburgh, PA

Broad program management responsibilities for all aspects of \$75M/year facilities operations and maintenance program including business development, proposal management and high-security, multi-site, contract operations. Primary corporate "fire fighter". Dispatched world-wide to restore contract performance and customer confidence at major accounts.

Infrastructure Management & Engineering Project Executive with the responsible charge of a 117-person engineering and professional services contract team tasked with the rapid a successful implementation of a first-in-class engineering knowledge and asset management system for a network of 10,000 cellular telephone towers.

Facilities Operations Project Manager (1995 – 1999), Various Locations

Computer Aided Facilities Management Project Manager for the domestic and international installation and implementation of a computerized maintenance management systems at utility plants located in Indiana, Yale University and Milan Italy.

Project Manager for U.S. Army base operating services contract at the U.S. Army's Stewart Subpost in Newburgh, New York (subpost of the U.S. Military Academy). Direct, on-site, management of a multi-million dollar U.S. Army base operating services contract. Delivered services included comprehensive maintenance and repair for administrative, operational and housing facilities. Implemented inspection based quality assurance & control system with measured standards as high as 3-sigma. Lead negotiator in collective bargaining contract effort that successfully addressed key issues in wages and subcontracting.

U.S. Coast Guard (Active Duty) Nationwide

Director of Public Works (1992 – 1995), Baltimore, Maryland

Responsible for all construction management, minor construction, maintenance, plant operations, utilities and janitorial services at a major Coast Guard industrial and logistics center. Delivered a unified and consolidated mixed contractor/in-house workforce to serve a common customer focus. Provided facilities representation for industry-first ISO 9001 federal facility certification.

Chief Construction, Planning and Environmental (1991 – 1992), Juneau, AK

Supervised professional team responsible for the following programs spanning all Coast Guard locations in Alaska: Capital project construction contract planning, inspection and administration (\$12M/year); capital construction and deferred maintenance program management and coordination (\$40M backlog); coordination & environmental management services (\$2M/year). Successfully integrated customer and engineering needs requirements into a multi-million dollar capital project planning process. Coordinated award winning environmental services team responsible for hazardous waste management, remediation and disposal for all Alaska units.

Civil Engineering Designer (1989 – 1991), Juneau, Alaska

Civil Engineering design engineer and project manager with responsible charge for engineering design including engineering drawings, project specifications, cost estimating and other construction documents. Supported LORAN Tower inspection and maintenance program. Certified to climb and inspect radio-navigation towers up to 700ft in height. Lead Inspector for Asset and Infrastructure Engineering Inspection program at major facilities throughout Alaska.

Chief of Operations Buoy Tender Cowslip (1985 -1987), Portsmouth, VA

3rd-ranking officer on U.S. Coast Guard vessel with waterways management responsibilities along the mid-Atlantic. Supervised multi-trade work team responsible for the planning and execution of complex asset management and law enforcement operations. Delivered training and professional development support to newly arriving members of the ship's crew.

LICENSES & REGISTRATIONS

Registered Professional Engineer

Alaska: License - CE8611 (1993); Registration - Examination; Status - Active

New York: License – 074546 (1997); Registration - Comity; Status – Inactive

Pennsylvania: License - PE054045E (1998); Registration - Comity; Status – Active

INTERDISCIPLINARY & TRANSLATIONAL EXPERIENCE & SKILLS

U.S. Coast Guard (Reserve Duty) Nationwide

Senior Staff Officer U.S. Coast Guard Marine Safety Unit (2011 – 2013), Pittsburgh, Pennsylvania

Member of executive management team and liaison between reserve command cadre and active duty leadership.

Assistant Deputy Reserve Director Joint Concept Development and Experimentation Branch of the U.S. Joint Service Command (2009 -2011), Suffolk, Virginia

Team leader and research analyst in a “Think Tank” style experiment and concept development group. Developed briefings and research papers related to advanced strategic and forward thinking military challenges.

Senior Reserve Officer U.S. Coast Guard Sector Ohio Valley (2006 – 2009), Louisville, Kentucky
Coast Guard Reserve program manager with leadership and coordination responsibilities for 165 reserve personnel assigned in 10 states from Pittsburgh, PA to Nashville, TN. Coordinated and supported multiple emergency deployments of reserve-force team members in support of Hurricane Katrina and other civil emergencies.

U.S. Coast Guard Liaison Officer Pentagon Joint Chiefs of Staff (2003), Arlington, Virginia
Member of a Coast Guard liaison team to the National Military Command Center, Operation Iraqi Freedom, Joint Staff Crisis Action Team. Provided real-time Coast Guard subject matter expertise and liaison activities to the Joint Chiefs of Staff during the opening stages of Operation Iraqi Freedom from March 2003 – May 2003.

Reserve Command Advisor U.S. Coast Guard Operations Systems Center (2001 – 2006), Martinsburg, West Virginia
Senior Reserve Officer assigned to support and lead initiatives in the areas of infrastructure management and reserve programs at the Coast Guard’s main data center and software development laboratory.

ADVANCED & SPECIALTY TRAINING

United States Naval War College, Operational Support National Security Decision Making (2011)
Federal Emergency Management Agency Incident Command and Response Training ICS 100, 200, 300, 400, 700, 800, 351 & 361 (2006 – 2011)
National Defense University, Reserve Component National Security (2009)
United States Coast Guard Baldrige/Commandants Performance Excellence (2008)
United States Naval War College, Reserve Officer Strategy & Policy (2003)
United States Coast Guard Total Quality Management Facilitator Training (1991)
U.S. Coast Guard Maritime Law Enforcement School (1986)

PUBLICATIONS, PRESENTATIONS & MEDIA

Coffelt Jr, Donald P. "Planning and Prioritizing Capital Projects in Higher Education." (2018).
Coffelt Jr, Donald P., and Chris T. Hendrickson. Fundamentals of Infrastructure Management (2017). figshare. <https://doi.org/10.1184/R1/5334379.v2>. Open-Access textbook in use at nine (9) universities in four (4) countries with 8,000+ downloads and 73,000+ views.

- Coffelt Jr, Donald P., and Chris T. Hendrickson. "Case study of occupant costs in roof management." *Journal of Architectural Engineering* 18.4 (2011): 341-348.
- Coffelt, D. and Hendrickson, C. "Carnegie Mellon University Facilities as an Educational Laboratory." *Proceedings of the Architectural Engineering Institute National Conference* (2011). AEI 2011: pp. 36-43.
- Coffelt, Donald P., and Chris T. Hendrickson. "Life-cycle costs of commercial roof systems." *Journal of Architectural Engineering* 16.1 (2010): 29-36.
- Coffelt, Donald P., Chris T. Hendrickson, and Sean T. Healey. "Inspection, condition assessment, and management decisions for commercial roof systems." *Journal of Architectural Engineering* 16.3 (2009): 94-99.
- Coffelt Jr, Donald P. *Roof management improvement: Improving infrastructure management decision making through a consideration of total life cycle cost and deterioration*. ProQuest, (2008).
- "It's Time for Facilities to Have a Seat at the Table". Presentation to the Higher Education Facilities Forum with Erica Barbuto. Hollywood, Florida (2019).
- "Linking High Performance Building Portfolios to Impact". Panel Moderator for CMU Energy Week. Carnegie Mellon University, Pittsburgh, Pennsylvania (2019).
- "Open Access Week: Adopting Open Publishing". Panel with Chris T. Hendrickson and Drew Davidson. Moderated by Brad King. Discussion of the rising costs of journal subscriptions, and the growing demand for open access publishing. Carnegie Mellon University, Pittsburgh, Pennsylvania (2017).
- "Big Vision Small Wins – Realizing Business Objectives One Step at a Time". Presentation and Panel to the Higher Education Smart Campus Summit. IBCON (Intelligent Building Conference). San Jose, California (2016).
- "Building a Business Case for Smarter Buildings". Presentation to the Smarter Infrastructure Institute Symposium. Carnegie Mellon University, Pittsburgh, Pennsylvania (2015)
- "Advanced Building Analytics". Presentation to the IBM Symposium. Carnegie Mellon University, Pittsburgh, Pennsylvania (2015)
- "ACS Scholars Donor Panel". Panel moderator for the Andrew Carnegie Society Scholars Luncheon. Carnegie Mellon University, Pittsburgh, Pennsylvania (2015)
- "Carnegie Mellon Facilities as an Educational Laboratory". Presentation to the Smart Infrastructure Symposium. Carnegie Mellon University, Pittsburgh, Pennsylvania (2014)
- "Carnegie Mellon University Facilities as an Educational Laboratory". Presentation to the American Society of Civil Engineers, Architectural Engineering Institute, National Conference. Oakland, California (2011)
- "How Education and Research Have Led to Change". Presentation to the National Civil and Environmental Engineering Department Chairs Conference. Carnegie Mellon University, Pittsburgh, Pennsylvania (2010)

- "Greening from the Ground Up". Presentation to the University Community Network Conference of the Pennsylvania League of Cities and Municipalities. Penn State University, State College, Pennsylvania (2010)
- "Admissions and Opportunities at the United States Coast Guard Academy". Presentation for the Pittsburgh Council of the Navy League. Pittsburgh, Pennsylvania (2008)

- Coffelt, Donald P., Joe Phillips and Otto Benavides. "Making the Case for Building Analytics: Results from Carnegie Mellon University". Center for Digital Education Webinar (<http://www.centerdigitaled.com/events/webinars/Making-the-Case-for-Building-Analytics-Results-from-Carnegie-Mellon-University-8950.html>). Pittsburgh, Pennsylvania (2016)
- Coffelt, Donald P., Steve Sakach and Joe Phillips. "Your Building Data is the Source of New Savings and Efficiencies for Energy, Operations & Space Management". Govloop Social Cast (<https://www.govloop.com/find-your-constellation-of-data/>; <http://www.spreecast.com/events/your-building-data-has-the-answers>). Pittsburgh, Pennsylvania and Washington DC (2015)
- Coffelt Jr, Donald P., and Wayne Balta. "Carnegie Mellon University – IBM Smart Buildings Partnership". CBS/KDKA Pittsburgh Business Times. Pittsburgh, Pennsylvania (2015)
- Coffelt Jr, Donald P., and Wayne Balta. "Carnegie Mellon University – IBM Smarter Building Analytics". Video Presentation (<https://www.youtube.com/watch?v=bDnt6uCzzEI&feature=youtu.be>). Carnegie Mellon University, Pittsburgh, Pennsylvania (2015)

AWARDS & RECOGNITION

- Higher Education Facilities Forum Leadership Series Profile (2018)
- Carnegie Mellon University Ambassador (2018)
- [Carnegie Mellon University 50th Anniversary Founder](#) (2017)
- Fellow of the American Society of Civil Engineers (2014)
- Captain (O-6) in the United States Coast Guard Reserve (2012)
- United States Department of Defense Joint Service Commendation Medal for leadership and research expertise with the U.S. Joint Service Command (2011)
- United States Coast Guard Unit Commendation Ribbon & Alexander Hamilton Award for Team Operational Excellence (2009)
- United States Coast Guard Commendation Medal for leadership and emergency response coordination for the Coast Guard's Ohio River Valley Sector (2009)
- Carnegie Mellon University Andy Award Nominee (2004)
- United States National Defense Medal for service during the Global War on Terrorism (2001)
- United States Coast Guard Commendation Medal for leadership and engineering expertise as the Director of Public Works at the U.S. Coast Guard Yard from 1992 through 1995 (1995)

Society of American Military Engineers National OREN Medal Finalist for outstanding contribution to military engineering by a member of the U.S. Coast Guard (1995)
United States Department of Transportation Outstanding Unit Award Coast Guard's Curtis Bay Shipyard ISO 9000 Certification (1994)

BOARDS & MEMBERSHIPS

Bellefield Boiler Plant Supervising Committee (2020 – Present)
Carnegie Mellon Data Stewardship Council (2020 – Present)
Carnegie Mellon Sustainability Advisory Council (2019 – Present)
Trustee, Education Fund, International Union of Operating Engineers Local 95 (2003 – Present)
Board Member (Adjunct), The Ellis School – (2013 – 2021)
Board Member, Andrew Carnegie Society (2009 – 2019)
Carnegie Mellon Experience Task Force (2016 – 2019)
Facilities Management External Advisory Board to Northwestern University (2015)
Captain (retired), United States Coast Guard (1981 - 2013)
Life Member, The Reserve Officers Association of America (2012 – Present)
Life Member, The American Legion (2005 – Present)
Member, APPA (Association of Physical Plant Administrators) (2003 - Present)
Life Member, Military Officers Association of America (1995 – Present)
Fellow, American Society of Civil Engineers (1993 – Present)
Member, National Research Council Review Committee - "Predicting Outcomes of Investments in Maintenance and Repair of Federal Facilities" (2012)

COMMUNITY ENGAGEMENT

Shadyside Presbyterian Church Covid-19 Task Force (2020 – Present)
Member Shadyside Presbyterian Church Pastor Nominating Committee (2019 – 2021)
Chair Shadyside Presbyterian Church Malawi Partnership (2014 – Present)
Elder Shadyside Presbyterian Church of Pittsburgh, Pennsylvania (2014 – Present)
Member Mayoral Transition Team - Infrastructure Committee (2013)
Assistant Leader Girl Scouts of America Troop 58015 (2012 - Present)
Trustee 1st United Methodist Church of Canonsburg, Pennsylvania (2008 – 2010)
Steering Committee Member Three Rivers Workforce Investment Board (2008 – 2009)
Committee Chair Boy Scouts of America Troop 1385 (2002 - 2006)
Merit Badge Counselor Boy Scouts of America Greater Pittsburgh Council (1998 – 2006)
Council Chair Magothy United Methodist Church, Pasadena, Maryland (1994 – 1995)

Donald Coffelt - Carnegie Mellon University

Trustee Aldersgate United Methodist Church, Juneau, Alaska (1990 – 1992)