A Message from the Vice President for Operations

Dear Members and Friends of the Division of Operations,

This time of year, for me, is always reflective and visionary. Professionally, I am assessing the challenges and accomplishments the Division of Operations has logged over the past year, many of which appear in the following pages, as well as the first edition of Operations U. Also, professionally, I am forecasting what the year ahead might bring. I always remain mindful that in addition to planned activities, we must be forever prepared for the unexpected. Operations, stay nimble!

Personally, I am thinking of the upcoming holidays ... and holidays past. As I write this message, I can smell the smoke-filled air from my late Dad’s (Eugene) self-designed, cast iron meat and vegetable smoker. As the oak wood crackles, friends and family from miles around, gather in the “side road,” just hoping for a sample. I also remember making regular trips indoors, hoping not to miss any juicy gossip outside, to assist my Mother (Sallie) as she prepares my Great Grandmother Georgia’s “secret-recipe,” pineapple and pecan triple-layer cake. My strategy always has been to be the first child to claim priority on licking the sweet batter from the beaters—before my brothers and sisters!

Oh, traditions!

Over three years ago, the Division of Operations led the effort to implement our own tradition—a winter break for staff. This new tradition allows time for staff to disconnect from the daily grind of work and spend quantity and quality time with family and friends, to travel to desired domestic and international destinations, or simply to meditate and “just be.” Yet, as proud as I am of Operations’ role in launching a CMU winter break, I would be remiss if I do not pause here to applaud and thank the members of our staff who will work during the holiday. They will ‘clock-in’ to ensure the campus is safe and functional, even if the calendar says CMU is officially closed.

Whatever your plans for the approaching holidays, I thank you for your selfless service and wish you safe and happy holidays. I also encourage you while away to take time to read about the amazing work and accomplishments of our colleagues in this second edition of Operations U.

Yes, ‘our hearts are in the work.’ Nevertheless, I venture to add, our work is so much better when our hearts are fulfilled and rejuvenated.

Sincerely,

Rodney P. McClendon
Celebrating the season with the Division of Operations

Hundreds of members of the Division of Operations gathered in Rangos Ballroom on Wednesday, December 18 to celebrate and enjoy delicious food at the fourth annual Division of Operations Holiday Breakfast. Organized by the staff in the Office of the Vice President for Operations, the breakfast is an annual event where all members of the division – over 800 staff members – come together as one group. The breakfast serves as a way for the Vice President for Operations to thank everyone for their commitment to the university and the division, and it allows members of the division who may not see one another during the year to come together and celebrate the holiday season.
Thank you to everyone who helped make this year’s breakfast a success!
Presenting the Division of Operations Challenge Coin

This year was a particularly momentous holiday breakfast, as we began the tradition of presenting the Division of Operations Challenge Coin. The Challenge Coin, pictured above, is the highest honor a person can receive from the Vice President for Operations, and Dr. McClendon was proud to award three coins this year.

Our coin recipients this year are David Baisley, Assistant Vice President and Deputy Chief Information Officer; Ron Cunningham, Principal Project Manager for Facilities Management and Campus Services; and, Priscilla “Pat” Stanton, a retired CMU dining services worker.

About the winners . . .

David Baisley has served CMU for 15 years and is well known across campus for his dedication to the success of the university. He is currently the Assistant Vice President and Deputy CIO in Computing Services, and he has served as the interim CIO for three years until Dr. Stan Waddell was hired as permanent CIO in April 2019. David was asked to serve as interim CIO due to his expertise, leadership skills, and commitment to excellence. He went above and beyond in this role, creating new systems, establishing strong relationships across campus, and helping make Stan’s transition to CMU seamless. The Division of Operations is grateful to David for his service and continued dedication and is pleased to present him a challenge coin.

Left to right: David, his oldest son, Thomas, and his wife, Amelia
Ron Cunningham, Principal Project Manager for Facilities Management and Campus Services (FMCS), will mark his 11th year of service January 1, 2020. Ron embodies the Division of Operations’ spirit of innovation and service excellence. Ron is a problem solver, which is a skill he utilizes daily in FMCS. Most notably, he successfully mitigated the threat posed by aerial flooding on our campus. There are City of Pittsburgh sewer lines that run underneath CMU’s campus, which can cause flooding when Pittsburgh is hit with severe rainstorms. Seeing the impact of flooding, particularly in one of our campus parking garages, and noticing the major risk posed to anyone in the vicinity, Ron invented a flood-prevention device to help handle water surges and create a much safer space. Ron’s thoughtfulness, innovation, and dedication to CMU saved the university millions of dollars and prevented potential loss of life or severe injury, thus earning him a challenge coin.

Priscilla “Pat” Stanton began working at CMU in 1976 in dining services as a means to support her family of 9. Soon after she started, her son, Frank, began working for FMCS. Thereafter, almost all of her children began their own careers at CMU. During her 36-year tenure here, she became well known for her legendary cooking and her friendly spirit, and as the matriarch of the family that talent and spirit continued to grow. At one point, there were 25 members of the Stanton family working at CMU. Since her start here, four generations of Pat’s family have joined the CMU community and currently 17 members are serving in various roles across campus. Pat started a legacy that will last for generations, and she left a lasting impact on everyone who had the good fortune of eating her food and benefitting from her friendly demeanor, thus earning Pat a challenge coin.
EDUCATION CITY – DOHA, QATAR

A cohort of several Division of Operations leaders traveled to Qatar in October, thanks to the generosity of the Qatar Foundation and the helpful facilitation of colleagues at CMU-Q. The CMU-Q campus, founded in 2004, is located in “Education City,” which was created by the Qatar Foundation in 1997 to provide Qataris with access to the best possible education. Six American universities, one British university and one French university have branch campuses in Education City. Education City also has one Qatari university. Students who attend one of the universities may take classes at any of the others – a truly unique international experience.

A major challenge of working with the CMU-Q campus is also one of the greatest benefits: the time difference. CMU-Q is seven hours ahead of Pittsburgh, which means our colleagues abroad are finished with their work week when CMU’s main campus arrives on Friday morning. However, as explained by our CIO Stan Waddell, the time difference is a major asset for Computing Services, as we are collectively able to run the CMU Security Operations Center on a 24/7 basis. Of course, the time difference also means being mindful when scheduling meetings or sending communications, which the teams agree is something we can all work to improve.
Additionally, our colleagues in Qatar were very open to learning about new initiatives happening across Operations, in areas such as IT, human resources, enterprise risk management, Title IX, and sustainability. Several members of the visiting delegation reported that the CMU-Q campus could be a great place to pilot new initiatives and agreed to keep this in mind when working on implementing new projects in the future. Overall, the team from Pittsburgh felt extremely welcomed to Qatar and are inspired to increase collaborative efforts with CMU-Q. The main takeaway from their trip is to remember that we are one CMU, united by our common values and goals.

Special thanks to the Division of Operations’ Qatar Delegation for sharing your thoughts with us: Gloria Gruber, Human Resources; Melanie Lucht, Enterprise Risk Management; Elizabeth Rosemeyer, Title IX Initiatives; Stan Waddell, Computing Services; and, Jillian Williams, Office of the Vice President for Operations.

ADELAIDE, AUSTRALIA

Even further afield than Doha, CMU-Australia (CMU-A) is located in Adelaide, on the southern coast of the continent. A whopping 15 hours ahead of Pittsburgh time, Adelaide is a small city, conveniently close to South Australia’s best wine regions. CMU-A opened in 2006 in response to an invitation from the South Australian government and is now home to students from over twenty countries. It is part of The Heinz College of Information Systems and Public Policy, offering graduate degrees in Public Policy and Management, Information Technology Management, and Business Intelligence and Data Analytics. With only three master’s degree programs, CMU-A is a small campus housed in an historic building in central Adelaide.

While visiting Australia, Megan Carroll, Communications Project Manager for the Vice President for Operations (and editor of this newsletter), took a trip to Adelaide to visit colleagues at CMU-A. She received a very warm welcome from the team and learned how they successfully run a campus with only a fraction of the staff and resources as CMU in Pittsburgh. With such a large time difference, it can be difficult to work effectively between the campuses; however, technology has made this challenge much easier. CMU-A has an outstanding IT team who have installed new systems in their classrooms so that students can take classes from professors in Pittsburgh and Washington, D.C. Staff can also use these systems to hold meetings or share video trainings.

The experience for students, faculty, and staff at CMU-A is vastly different from that at CMU-Q, and of course CMU in Pittsburgh. All of the campuses have a multitude of environments, cultures, and needs to take into consideration. Despite their differences, all of the campuses share a desire to create the best possible educational experience for the students, and to continue to bring CMU to the forefront of innovation and excellence around the globe.

From left to right: Kim Zerella, Fatima Reyes-Della Verde, Megan Carroll, Sarah Ding, and Carol Zhang
Emergency Preparedness Exercise a “Huge Success”

On Tuesday, November 5, members of the university’s emergency preparedness and response team conducted an emergency response drill at Scott Hall. The purpose of the drill was to exercise the university’s emergency response protocols, including coordination with external agencies. The exercise simulated a hazardous material release at Scott Hall, which required response from CMU emergency response teams and from Pittsburgh EMS and HAZMAT teams. This drill was the second annual emergency preparedness exercise, and according to Francisco Molina, Director, Disaster Recovery/Business Continuity Services, it “incorporated many improvements from the lessons learned from last year’s active shooter exercise.”

The drill included an emergency response at the site of the simulated incident, as well as the activation of the Emergency Operations Center (EOC). The EOC had live video footage of the Scott Hall response team and live communications with first responders to actively and accurately manage the situation. According to Molina, “this was a complex, functional exercise with many internal areas and external agencies involved, and it could not have been possible without everybody’s support.”

Thanks to the help and participation of all members of the Emergency Preparedness and Response Team, Executive Management Team, Environmental Health and Safety, Marketing and Communications, the College of Engineering, the CMU EMS student group, Pittsburgh Bureau of Fire HAZMAT, and Pittsburgh Emergency Services, the exercise was lauded as a huge success by Molina and Melanie Lucht, Associate Vice President, Enterprise Risk Management.

Lucht credits Molina as being “instrumental” to the success of the exercise, saying, “Without Francisco’s high energy, positive attitude, determination and great organizational skills, this year’s most comprehensive emergency preparedness exercise would not have been as successful as it was.” The entire Enterprise Risk Management and Division of Operations leadership team are grateful to all involved in the exercise so that our campus may continue to be prepared and resilient.
CMUPD Active Shooter Training has real-life impact on community members

The CMU Police Department (CMUPD) has been conducting Active Shooter training for members of the campus community for many years, and the program has been expanding its reach across the university. CMUPD has consistently received positive feedback about the training program, and this past November they received a message that demonstrated the value of the trainings.

After the Thanksgiving holiday, CMUPD received an email from a freshman student-athlete to thank them for a recent presentation. She was with her sister at a mall, when a shooting ensued. Using what she had learned in the training, she led her sister and herself to safety through the nearest exit. The student heartfully expressed that the active shooter training session “saved her life.”

The most recent incident is not the first time a member of the CMU community has attributed the active shooter training to saving a life. A CMU faculty member was at the local Tree of Life Synagogue during the tragic mass shooting in October 2018. He reacted quickly to the situation and escaped. In commenting on his experience, he said, “it’s critical to be prepared – it may save your life and the lives of others.”

These moving stories of survival from members of our community remind us of the amazing work CMUPD does, and the importance of continuing to foster a culture of safety and security on our campus. When speaking about these stories, Chief of Police Tom Ogden said, “Prevention, education, and awareness are essential elements in keeping a community safe. These survivor accounts about our active shooter training confirm that our efforts in these areas are effective and very, very worthwhile. We are very proud.” We in the Division of Operations also are proud of our community for learning how to keep themselves safe, and of our police department for enabling them do so.

CMU Plaidvocates honor CMUPD on 9/11

Another story showing the strong relationship between CMUPD and the community occurred in September, when the “Plaidvocates,” a group of student athletes, visited the police department to deliver breakfast and a gift for our officers on the morning of 9/11. The students spent time with the officers and presented them a painting that one of the students made, which features hearts around the border, made from the students’ fingerprints. This was the third consecutive year the students have visited the police department on 9/11. CMUPD was humbled by this gesture and thrilled to spend time with a wonderful group of students.
Rebecca Cicco, Senior Manager, Environmental Health and Safety, won an Andy Award for Teamwork and Collaboration this past October – the only Division of Operations staff member to take home an award! Rebecca won this award for her work on the Student Activities Maker Support Team. Along with colleagues from Student Leadership, Involvement, and Civic Engagement (SLICE), and Engineering, Rebecca helps to ensure our on-campus student maker spaces are adhering to the highest possible safety standards. In reflecting on this project, Rebecca said, “Safety is such an important part of working, making and innovation. The students participating in the student organizations are at the forefront of innovation, and to be a part of the process, helping them understand the importance of safe work practices, is exciting and continues to motivate us.” Congratulations to Rebecca and the rest of the team on your award!

Other members of the Division of Operations who were nominated for Andy Awards this year were: David J Allison, David Baisley, Gretchen Beck, Maura Bell, Cherie Bowman, Megan Capizzi, Shannon Casillas, Heather Como, Marisa Daugherty, Jim Dulya, Brennen Garrison, Sara Gergley, Utkarsh Ghildyal, Jackie Hamman, Daryl Hollinger, Ralph Horgan, Barb Jensen, Mike Kelley, Garrett King, Greg Klepal, Jeannemarie Knowles, Ron Langer, Matthew Miller, AK Molteni, Tom Phillips, Andrew Reilly, Bob Reppe, Patty Riether, Bob Rittger, Bryan Scalise, Sean Skelley, Amy Smith, Karen Van Dusen, Stephanie Weis, Walter Wong, and Lisa Zirngibl.

Congratulations to all members of the Division of Operations who were nominated for Andy Awards this year. It is no small accomplishment to be nominated, and we hope to have even more winners representing the division next year.

The Division of Operations recently kicked off the “candy-gram” recognition program wherein staff members are recognized for going above and beyond their typical job expectations. Awards have been given to Kristen Starcher, Postal Services, for identifying and appropriately handling a suspicious piece of mail; to Jerry Segal, Tartan Ink, for assisting a customer carry a heavy package to her destination during his lunch break; and to Jenn Rogers, Facilities Operations (pictured on the right), for facilitating the cleanup of graffiti on the side of the building belonging to our neighbors at Pittsburgh Hillel. Thank you to Kristen, Jerry, and Jenn for demonstrating what it means to provide “Service, +1.” If you know someone who deserves a “candy-gram,” please email operations@andrew.cmu.edu.
The CMU annual food drive occurred in November, with Dr. McClendon serving as the honorary chair for the second year in a row. The food drive, organized by Staff Council, raised $28,787.41 and 6,805.3 pounds of non-perishables for the Greater Pittsburgh Community Food Bank. Of the non-perishables collected, 85 pounds were donated to CMU’s Campus Food Pantry to help those members of our CMU community who are facing food insecurity. The food drive also included a variety of fun events such as “Snack Bags for Kids,” in which 1,164 snack bags were assembled for local children, and “Cans Across the Cut,” in which teams competed to bring donations to the Cut on the last day of the drive. A team of staff from the Finance Division won first prize, with the Carnegie Mellon Women’s Association coming in second place. The winning student team was CIA Buggy who took home the prize for the second year in a row. Congratulations to the winners and thank you to everyone who participated in the food drive through its various events this year. The food drive is an important way for CMU to show our community we are here to support them, and it is a great way for our campus to come together in support of an important cause. Thank you also to Staff Council, and to Carole Panno, Staff Council Food Drive Committee Chair, for organizing another successful week.

Melanie Lucht, Associate Vice President and Chief Risk Officer, gave presentations at three conferences this fall: the University Risk and Insurance Management Association Conference in Boston, MA; the Disaster Recovery Journal Fall World Conference in Phoenix, AZ; and the ERM in Higher Education Conference in Raleigh, NC. Her presentations were extremely well received and covered topics such as launching a business continuity program in higher education and how to conduct a successful peer review. While in Phoenix, Melanie participated in the “Business Resilience Decoded” podcast, pictured on the left. Since her travels, she has been asked to participate in an Enterprise Risk Management Peer Review at Rochester Institute of Technology. Congratulations to Melanie on these impressive achievements!
CDFD BRINGS HOME 15 AWARDS IN 2019

It has been an awards-filled year for Campus Design and Facility Development (CDFD), which has received an outstanding 15 awards in 2019 for numerous projects. The year 2020 looks to be just as impressive, with nominations already rolling in for Tepper Quad and the recently completed Warner Hall renovation. CDFD also led the renovation of Hamerschlag Hall, which received a LEED Gold certification in November.

A majority of the 2019 awards went to the Tepper Quad project, which we recognized in our September 3 edition of Operations U for its numerous award wins. Since then, CDFD has taken home even more awards for Tepper Quad, including an AIA Pittsburgh Honor award for design, an Urban Land Institute Pittsburgh award for Transformational Placemaking, and a World Architecture News award for Design in Concrete. CDFD is also nominated for a Pennsylvania Master Builders Association award, which will be determined in 2020, so keep an eye out for more wins for this project still to come.

Other projects that received awards were Scott Hall and the Mill 19 project. Scott Hall received awards from the Chicago Anthaneum/European Center of Art, the Pennsylvania Master Builders Association, and the Society of American Registered Architects. Mill 19, which is a newly completed project in Hazelwood, received a Silver Medal Design award from AIA Pennsylvania and a Design award from AIA Pittsburgh. The Silver Medal from AIA Pennsylvania is not awarded every year, and Mill 19 was the only Pittsburgh-based project to receive the award in 2019, making it a very special honor for our team.

Congratulations to the entire CDFD team for your continued success, and best wishes in 2020!

FMCS CONTINUES SUPPORT OF SUSTAINABLE ENERGY

CMU has offset its electric power consumption since 2001, thanks to innovation and leadership within Facilities Management and Campus Services (FMCS). The university gradually increased its offset activity, eventually reaching 100% in 2011. This offset activity includes buying Renewable Energy Credits (RECs), to match the university’s energy usage. In addition, the university purchases wind energy to serve our electricity needs – thus even further strengthening CMU’s commitment to environmental sustainability. Most recently, in September, FMCS reached an agreement with energy company ENGIE, which runs through 2024, and prescribes a plan for purchasing RECs and wind energy to continue to offset energy consumption and use as much renewable resource as possible on our campus.

These efforts to further ‘green’ our campus are led by Marty Altschul, Director for Strategic Facilities Initiatives, and Steve Guenther, University Engineer and Assistant Vice President, both of FMCS. Marty has been at CMU since before we began offsetting our energy usage and has been integral to the transition to renewable energy resources. On this new agreement, he said, “sustainability . . . is a way of life that we reflect in our programs, courses, and student-led initiatives aimed at preserving and protecting our natural resources.” Steve recently was named by Provost Jim Garrett as a co-chair of the university’s new sustainability initiative steering committee and shares Marty’s passion for green practices on our campus. We are proud of the work that FMCS does to continue reducing CMU’s carbon footprint and securing its long-term future resources – and, we are excited to see what comes next.
Enhancements to HR Systems and Processes Successfully Implemented

The Office of Human Resources (OHR) successfully implemented the first in a series of strategic plan projects designed to transform the delivery of HR services on December 4, 2019, as scheduled.

The 2019 enhancements included changes to Staff Hiring, Compensation, Activity Pay and One-Time Payment, and Post Hire processes. These enhancements, along with future changes to systems, processes and policies, will allow OHR to focus on providing campus with effective, sustainable, efficient and reliable HR support aligned to the university’s strategic plan and human capital priorities.

Questions?
Contact a member of your HR team, the Human Resources Service Center at 412-268-4600, or hr-help@andrew.cmu.edu.

Want to learn more?
- New Process Training for Staff webpages with a robust library of training and reference materials for those involved in the Staff Hiring, Compensation, Activity Pay and One-Time Payment or Post Hire processes
- For questions about training, please contact: professionaldevelopment@andrew.cmu.edu
- Frequently Asked Questions addressing recent changes to human resources process changes

Support and other resources
- Improved HR Service website with Payroll Deadlines and other key information
- OHR Strategic Plan web pages for more information about OHR’s Strategic Plan priorities and goals

CONGRATULATIONS
La Dawn Robinson, Equal Opportunity Services Associate, successfully defended her Dissertation: A Narrative Inquiry to Understanding A Role of Community Leadership in Policing. La Dawn completed her defense October 28, 2019, consequently earning the degree: Doctor of Executive Leadership. Congratulations on this amazing achievement!

Congratulations Amber Rogers, Operations Finance, on the birth of her son, Mason Daniel Rodgers; Utkarsh Ghildyal, CDFD, on the birth of his son, Akshar River Ghildyal; and Aaron Riddle, EH&S, on the birth of his daughter, Zoey Marie Riddle!

MEGAN CARROLL
EDITOR-IN-CHIEF
If you have any stories you would like to see in the quarterly newsletter, please send them to Megan Carroll, megancar@andrew.cmu.edu. If you want to learn more about our international campuses, active shooter training, recognition programs, or any other stories in this newsletter, please get in touch and Megan can connect you to the right resources!