A Message from the Vice President for Operations

Dear Members and Friends of the Division of Operations,

I am having the time of my career serving as the first Vice President for Operations for Carnegie Mellon University, and I am pleased to introduce you to the Division’s first edition of Operations U. This newsletter will feature stories and insights from across the division as a way to keep us all connected. We in the Division of Operations are unified by our passion for excellent service and our dedication to Carnegie Mellon University. This commitment to excellence is a key component of my leadership philosophy, and observing the dedicated work happening across the division every day is what keeps me inspired as your Vice President.

When former CIA Director Dr. Robert M. Gates was hired as the 22nd president of Texas A&M University, he asked me to serve as his Chief of Staff, his first permanent appointment. Among several responsibilities that Dr. Gates outlined for my position, the one I most remember is his insistence to have someone in his central office to help ensure everything that emerged from the president’s office was “Ethical, +1.”

After a brief discussion, I accepted the position on the spot. However, as I entered the elevator to return to my office, I was somewhat dumbfounded. Having served almost three years as the university’s Assistant Provost and “chief ethics officer,” I remember thinking, “Rodney, you’re a pretty ethical guy. What the heck is this ‘+1’ that Dr. Gates is referencing?” Little did I know at the time, the “+1” standard would become the foundation of my leadership philosophy for the remainder of my career.

For me, ethics, service and safety are minimum standards. The “+1” extension to those standards means we embrace and demonstrate those standards in such ways that even our toughest critics acknowledge and defend our authentic representation of those values. In the Division of Operations at CMU, I expect our staff to consistently adhere to “Ethics, +1,” “Service, +1,” and “Safety, +1” standards.

As we begin another academic year, I look forward to seeing how our division succeeds in providing a “+1” standard to our community. We will also solidify these values in our divisional strategic plan, which is currently in the process of being drafted. As the strategic plan moves into its final stages in the coming months, you will hear more about the goals set forward by our leadership team and have an opportunity to share your thoughts regarding the future of the division.

I hope you enjoy reading Operations U and learning about the exciting initiatives and accomplishments across our various departments. As always, continue the great work, and continue applying a “+1” standard every day.

Sincerely,

Rodney P. McClendon
In April, Dr. McClendon had an opportunity to sit with the Stanton Family to hear about their experiences at CMU over the past 40+ years. Starting with the matriarch, Ms. Pat Stanton, who joined CMU in 1976, four generations of Stanton’s have worked at CMU. At one time there were over 25 members of the family serving as part of our community, as we were told by the 17 members of the family who were able to participate in the interview. Currently about 15 members of the family work across campus, in FMCS, Dining Services, and Enrollment Services.

Ms. Pat started working at CMU in 1976 as a means to provide for her family of 9 children. She cooked in various locations across campus, having plenty of experience as a renowned cook for her family. Following Ms. Pat’s first few years, her son Frank Stanton joined FMCS. You may recognize Mr. Frank from around campus – he now works as a Gardener and is based outside of Cyert Hall. Mr. Frank’s and many of his family members’ fondest memories from CMU are from Carnival and the staff appreciation banquet that was previously held each year for staff members and their families.

During the conversation with the Stanton’s, they expressed to Dr. McClendon their pride in working at CMU and being part of the campus community. Ms. Evelinia Adams, who has worked at CMU for over 40 years, shared that she enjoys learning from the students, and has gained “immeasurable” knowledge from them, especially thanks to the multicultural nature of CMU. The Stanton’s all agreed that in addition to being part of their own large, extended family, they feel part of a CMU family – and, we suspect, they will continue to be a part of this family for generations to come. Click here for a video of our interview with the Stanton family.
GET TO KNOW THE NEW CIO: REFLECTIONS FROM STAN WADDELL

Dr. Stan Waddell was hired as the new Chief Information Officer for CMU on April 1. Now that he is settled into his role, he gave us some reflections, ideas, and goals he wants to work toward.

Before joining CMU, Waddell was the CIO for the University of New Hampshire. He was responsible for enterprise-wide computing, or as he described it, “pretty much any computing technology that impacted the majority of the campus community.” He was at UNH for four years, prior to which he was at the University of North Carolina at Chapel Hill. Waddell joined CMU on April 1, 2019, and since his arrival he has been on a “listening tour” around Computing Services and other areas of campus. He has been getting to know his new colleagues, determining what his vision is for the department, and settling into life in Pittsburgh.

Upon his arrival, we asked Waddell what he is most excited to get involved with here. He said: “I am most excited to get to interface with the campus community and become a part of the community. Carnegie Mellon has such a strong and capable community. It will be wonderful to do my part to help the university pursue its mission.” He has most certainly been interfacing with and becoming a part of the community, holding numerous departmental meetings, conducting a Computing Services all-staff survey, and participating in a retreat with his leadership team.

Based on his conversations thus far, Waddell has observed what he calls a “pent-up demand” for digitalization, and utilizing technology to increase process efficiency. Some ways he envisions further leveraging technology at CMU include using automation tools and machine learning and creating digital workflows. He also wants to see more support given to research computing – an area that Waddell thinks can have a significant impact on CMU even in areas that have not traditionally benefitted from research computing.

As a self-described ‘beneficiary’ of some excellent staff development opportunities, Waddell also wants to ensure Computing Services is taking advantage of the existing programs at CMU. He wants to see his staff benefit from the various programs already in place, as well as explore new opportunities for promoting growth.

On collaboration, Waddell said, “No one organization exists as an isolated function. We all draw on each other for support and partnership.” Waddell wants to continue fostering a collaborative culture in Computing Services, as well as a commitment to service excellence which mirrors that pursued across the Division of Operations.

When he isn’t busy leading Computing Services, Waddell spends much of his time outside of work reading. He’s a science fiction and sci-fi fan and also enjoys comic books. He is known to share his reading list with his colleagues, so if you need a recommendation, especially anything in the realm of fantasy, post-apocalyptic, or sci-fi genres, Waddell has you covered.

As he continues to settle into life in Pittsburgh, feel free to send Waddell any recommendations you have for things to do and see across the city. And, if you see him on campus, say “Hi” and help us make him feel included in the Division of Operations and CMU community.
The Office of Human Resources will conclude the Inaugural CMULead program on September 11, with 23 leaders from across campus having completed the leadership program. Throughout their time in CMULead, the group discussed topics ranging from strategic planning and process improvement to inclusive leadership and implicit bias. They will be able to use the leadership skills they have developed to continue making positive impacts on our community. Good job to all of the participants for your hard work!

Associate Vice President for Enterprise Risk Management and Chief Risk Officer Melanie Lucht was a panelist at the Partnership for Public Service ERM Conference in Washington, DC on April 23. The panel, titled “Sharing Leading Risk Management Practices Across Industry Sectors,” consisted of four panelists, with the others representing commercial industry, non-profit industry, and local government. She represented CMU and the entire higher education sector very well during the event, which had over 200 attendees.

Associate Director of Title IX Initiatives Jamie Edwards-Pasek was a panelist at the Steptoe & Johnson PLLC Higher Education Seminar on May 23, discussing how to prepare for the new Title IX regulations. She was joined by peers from Robert Morris University and members of the Steptoe & Johnson PLLC law firm. Jamie did a fantastic job representing CMU and the dedicated work of our Title IX office.
Carnegie Mellon University’s new David A. Tepper Quadrangle project recently earned numerous awards, including a JLT Build America Award from the national Association of General Contractors (AGC), an Illumination Engineering Society Award, and an American Architecture Award. Scott Hall also received an American Architecture Award, which is presented by the Chicago Athenaeum. We are proud of Campus Design and Facility Development (CDFD) for these outstanding accomplishments which have gained recognition for CMU’s campus on an international level. Tepper Quad and 4751 Fifth Avenue, home to many Marketing & Communications staff members, received LEED Gold certifications this year, solidifying the department’s commitment to sustainability on our campus.

**FMCS Receives Cleaning Industry Management Standard Certification**

CMU and the Facilities Management and Campus Services (FMCS) Aramark Staff have passed their Cleaning Industry Management Standard – Green Building Assessment, and have been awarded the CIMS-Green Building Certification with Honors. This recognition means that CMU has demonstrated a commitment to the delivery of environmentally-friendly services which meet customer needs and expectations. Congratulations to all FMCS staff who were involved with this effort.

**Computing Services completes multi-year network cabling replacement project**

Computing Services completed a large effort to replace legacy network cabling in more than 50 university-owned buildings. This replacement project took more than 6 years to complete and required strict coordination between Computing Services, CDFD, Housing Services, and building occupants to complete. Kudos to all of the team members who worked to accomplish this major task.
The annual Community Picnic, hosted by Staff Council and the Office of Human Resources, with support from the President’s Office, was a huge hit again this year, with over 4,000 attendees. Above, CMU President Farnam Jahanian and VPO McClendon, joined aforementioned hosts, other CMU administrators and academic deans in serving food to deserving staff.

FMCS ACHIEVES ARBORETUM ACCREDITATION FOR CMU

Carnegie Mellon University has been awarded a Level 1 Accreditation by The ArbNet Arboretum Accreditation Program and The Morton Arboretum, for achieving particular standards of professional practices deemed important for arboreta and botanic gardens. The ArbNet Arboretum Accreditation Program is the only global initiative to officially recognize arboreta at various levels of development, capacity, and professionalism. CMU is also now recognized as an accredited arboretum in the Morton Register of Arboreta, a database of the world’s arboreta and gardens dedicated to woody plants.
CMU POLICE ACCREDITATION

On February 22, 2019, the CMU Police Department was reaccredited by the Pennsylvania Chiefs of Police Association. The Pennsylvania Law Enforcement Accreditation Program of the Pennsylvania Chiefs of Police Association began in July 2001, and since then, only 116 agencies out of 1117 have been accredited. The process of accreditation involves an assessment that evaluates the overall performance of an agency, based on a set of 132 standards, including use of force policies and field training provision.

The Pennsylvania Law Enforcement Accreditation Commission and the Executive Board of the Pennsylvania Chiefs of Police decide whether an institution is worthy of being accredited. The CMU Police Department was first accredited in 2007, and was the first university police department in Pennsylvania to achieve this status. Following their latest assessment in February, CMU Chief of Police, Tom Ogden, shared that the department not only passed with flying colors, but the accreditors shared that CMUPD achieved one of the highest scores for standards compliance ever achieved.

Congratulations to the entire CMU Police Department on this amazing achievement, and thank you for your continued dedication to keeping our community safe.

SERVICE EXCELLENCE +1

Vice President for Operations launches Division of Operations Challenge Coin

Thanks to the tremendous work of Kathy Grace, Director of University Stores, Dr. McClendon now has his desired ‘challenge coin’ which will be considered the highest level of recognition from the vice president. Selected recipients, internal and external to the Division, will be presented the coin to recognize exceptional service, integrity, and innovation while serving the CMU community and beyond.

Division of Operations Service Excellence Recognition Program

The Office of the VPO is launching a recognition program to acknowledge staff members within the Division who consistently provide excellent service in their every-day responsibilities. If you know someone who deserves to be recognized for their routine service excellence, please share your experiences with us at operations@andrew.cmu.edu.
Rave Guardian App Now Available

Enterprise Risk Management launched Rave Guardian, a free mobile safety app, on August 1. The app complements the CMU-Alert service, and has features such as allowing one to receive CMU-Alert messages without cell service, and an emergency call button that connects directly to University Police. This app was developed through a partnership between Risk Operations and Marketing and Communications. We hope everyone will take advantage of the app and its features which aim to help keep our campus safe.

Visit [www.cmu.edu/alert/](http://www.cmu.edu/alert/) for more details and to download the app.

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CONGRATULATIONS

Andy Pujol, Compensation Manager, Human Resources, completed the Leadership Development Initiative. Well done, Andy!

Dr. Francisco Molina, Director, DR/BC Services, completed the Chief Risk Officer Certificate program at the CMU Heinz College of Information Systems and Public Policy in February 2019.

Congratulations to Rachel Dolcich, Manager, Office of the VPO, who received her Master’s in Public Management from Heinz College in May. Great work!

Congratulations to Roderick Lapid, CDFD Business Operations Coordinator, on the birth of his son, Hudson; to CDFD Project Accountant Tom Truong on the birth of his son, Milo; to EH&S Senior Manager Andrew Lawson on the birth of his daughter, Madelyn; and to Executive IT Consultant Eric Wallo on the birth of his son, Jack!

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. We would love to feature stories about exciting projects, staff updates, or unique insights from around the division. There will also be a spotlight section of each newsletter to highlight the outstanding work and accomplishments of division employees.

The Division of Operations has a new website! Go to [www.cmu.edu/operations](http://www.cmu.edu/operations) to check it out.