



Effective & Innovative Practices

Award Winners

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FIELD WITH CREATIVE AND
PRACTICAL SOLUTIONS**

2007

APPA'S EFFECTIVE & INNOVATIVE PRACTICES (EIP) AWARD continues to solicit and highlight an ever-growing list of creative programs and processes that enhance and transform service delivery, lower costs, increase productivity, improve customer service, generate revenue, or otherwise benefit educational institutions. The five 2007 award-winning entries focused on goals tracking; quality improvement; the production of olive oil from campus trees; staff safety; and construction and demolition waste management.

Up to five EIP submissions are eligible each year for a cash award of \$4,000, which is generously sponsored by Sodexo Campus Services. Entries can describe either a new program or significant restructuring of an existing program or process for success. The Professional Affairs Committee selects the winning entries based on a point system. This year there were 23 entries from 22 institutions. The five successful schools received special recognition and a check at APPA's 2007 Back to the Future conference in July.

View the complete applications and summaries from previous years at www.appa.org/recognition/effectiveandinnovativepractices.cfm.



Arizona State University

University Creates Goals Tracking Application

By Casey Gonzalez

By Carrie McNamara-Segal, Scott Cole, Casey Gonzalez, Peter Gu, and Julia Poe

These authors are members of the University Services, Administrative Services departments.

University Services launched a new Goals Program in February 2004, to manage and report on more than 75 division goals. This unique program was created in response to the division's challenge to track and measure goal progress and accountability to the president and senior administration. The goals were aligned with President Crow's vision and mission for a "New American University."

Formerly, the division updated goals from the directors via e-mail and then copied the data into a Word document. This process was labor-intensive, inefficient, and not effective in managing enormous amounts of data. Administrative Services wanted to get away from the inefficient, manual tracking of goals and hard-copy publication to acquire monthly updates. With new goals being added each fiscal year, existing goals rolling over and new status updates being added monthly and quarterly, manually maintaining the goals through e-mails and Word documents became unmanageable. The task team researched various options and decided that a Microsoft Access database would be the most efficient method to manage the goals. A year later, the Access database was converted to a Web application.

The application is very user-friendly. Directors login with a secure ID that gives them access to their own goals for editing and access to other director goals for viewing. To input goal status updates, they select a goal and the "Add a Status" button. A window opens for status updates. The monthly status date is auto-populated (ensures consistent dates for all goals). For tracking purposes, Administrative Services receives an automated e-mail notification as each goal is updated. The application utilizes many dropdown menus. This standardizes

By capturing all information in a goals application, that data can easily be tracked and reported on.

the data and saves typing. There are required fields in red that must be updated so there is no missing data.

This user-friendly program is able to meet all the division's needs, i.e., measure progress, track for accountability; search/view/print goals; capture historical data; export data to other applications easily; and produce automated, push-button administrative reports. Directors can now view and update their own goals remotely. Final monthly goal updates are easily approved on the Web by the deputy executive vice president for University Services/Business and Finance. The versatile accessibility allows timely review of monthly goals prior to submission to the president's office.

The majority of departments and institutions track goals and accomplishments in documents such as Word and Excel. These programs do not have the flexibility of managing significant amounts of data, managing historical data, or automated reporting at the click of a button. Typically, there are no provisions for tracking the progress of the goals, no function to alert the owner that a due date is near, and therefore, limited accountability. By capturing all information in a goals application, that data can easily be tracked and reported on. This goals program lends itself to widespread application when partnering with other departments. ¶



University Services launched a Goals Program to manage and report more than 75 division goals. They received the EIP award at APFA 2007 in July.



Grand Valley State University *Quality Improvement Initiative*

By Donna Markus

Donna Markus is a finance and administration analyst at Grand Valley State University in Allendale, MI. E-mail her at markusd@gvsu.edu. This is her first article for Facilities Manager.

The Facilities Services unit at Grand Valley State University implemented a unique Quality Improvement Initiative that continues to successfully enhance efficiency, lower costs, and support university goals.

The purposes of the program are to:

- Approach quality improvement from a new perspective
- Concentrate on making continuous small improvements in quality
- Provide opportunities to “show off” quality improvements
- Create opportunities for staff involvement and recognition
- Develop a manageable process for monitoring quality improvements
- Have fun with the initiative

Each year all Facilities Services departments (custodial, maintenance, grounds, maintenance, etc.) target two areas for improvement and highlight those improvements with informal “walk and talk” presentations. Past presenters included custodians, maintenance personnel, office staff, supervisors, students, and faculty members. Topics and locations ranged from “talking trash” in a dorm room, touring utility tunnels, and testing mowers on the grounds.

The vice president for the division actively participates in all sessions, and other administrators are invited to attend. Results of the initiatives are shared with university executive officers. Projects have been featured in the student newspaper, and a local TV station interviewed a group of custodians involved in the campus-wide initiative called “Project Donation.”

Initiatives often involve the collaboration of students and facilities staff. A student environmental group joined with the university arborist to complete a ravine erosion control project. Occupational Safety and Health student interns worked with the safety manager to develop the asbestos management tracking system. Both students and staff benefit from the educational opportunity and practical experience.



Staff from the Grand Valley State University's facilities services department, receive the EIP award for their Quality Improvement Initiative. Creative use of energy management system controls saved the university \$50,000 without impacting the comfort level of building occupants.

Other tangible results include cost savings, reduction in labor hours, testing of product alternatives, and process improvements. Introduction of a new fertilization product made it possible to reduce application frequency and save \$11,000 annually. Using natural materials for erosion control saved \$90,000. Creative use of energy management system controls saved \$50,000 without impacting the comfort level of building occupants. Over 9,900 pounds of used goods were donated to a local charity. These results demonstrate that funds invested in Facilities Services are used effectively and efficiently as the unit demonstrates successful stewardship of resources.

The program evolved through departmental strategic planning and discussion about how to define quality and support the university's value “to effectively develop and allocate financial resources with which to advance the university mission and respond to change and emerging opportunities.” Those projects that focus on environmental impact (energy savings, recycling erosion control, etc.) also support the GVSU Sustainability Initiative.

Only time and creativity are required to implement a quality improvement initiative. Tangible benefits are important, but there is also a big reward in seeing the enthusiasm, excitement, and teamwork associated with bringing the initiatives to final fruition. The flexible “down to earth” nature of this program makes it adaptable for use by other institutions.

GVSU Award Photo (caption): Staff from the Grand Valley State University's facilities services department, receive the EIP award for their Quality Improvement Initiative. Creative use of energy management system controls saved the university \$50,000 without impacting the comfort level of building occupants. ♪

University of California, Davis *Take Lemons and Make Lemonade*

By Dan Flynn

Dan Flynn is the program promotion manager at the University of California, Davis. He manages the Olive Oil Project in the Division of Building and Grounds. E-mail him at jdflynn@ucdavis.edu. This is his first article for Facilities Manager.

The University of California, Davis (UC Davis) has taken to heart the old saying, "When life gives you lemons, make lemonade." The campus took a landscape nuisance—old olive trees—and transformed it into a successful olive oil program.

For years, oily fruit droppings from the university's 1,500 trees caused bicycle accidents, resulting in an estimated \$60,000 in legal costs in 2004 alone. The Division of Buildings and Grounds managed the trees by spraying them with Florel and by sweeping frequently, but these approaches were expensive and ineffective at preventing accidents.

After seeing an accident scene one day, Sal Genito, the director of the university's Division of Buildings and Grounds, saw the smashed olives and recognized the familiar aroma of olive oil. He thought a creative way to improve safety and cut liability costs would be to harvest the olives and make olive oil. He commissioned a feasibility study, found the project would be financially solid, and began what is now a successful olive oil program. UC Davis Olive Oil has had the following benefits:

- **Reduced maintenance and liability costs.** Instead of expensive spraying and sweeping, the university is harvesting olives, producing olive oil, and generating revenue. Olive-related accidents have been eliminated for the past three years. Overall management



Staff from the Division of Buildings and Grounds at the University of California, Davis accept APPA's award for their effective and innovative Olive Oil program at the annual conference in Baltimore, MD.

costs for the trees have been reduced by approximately 70 percent.

- **Provided greater collaboration.** The olive oil program has spurred partnerships between the landscape main-

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tenance crew, superintendents, and communications staff within Buildings and Grounds. The division also collaborates with university farm advisors, food-science academics, the bookstore, and the alumni association in producing and marketing the oil.

- **Improved olive tree health.** Funds generated by the program have supported a pruning program to removed diseased and dead wood.
- **Developed a “goodwill ambassador.”** The olive oil program is cited at commencement ceremonies and student orientations as an example of UC Davis innovation. The oil has won awards at the nation’s most prestigious olive oil competition and is given as gifts to visiting dignitaries. The program has also generated a large amount of positive media coverage all over the state.
- **Promoted sustainability.** Using the olives instead of throwing them away is more consistent with the university’s mission of sustainability.

UC Davis olive oil can be used as a model for any institution that maintains a landscape. The institution need not have olive trees. For example, UC Davis also has sold walnut burls to an exotic wood dealer. Instead of sending green waste to the landfill, the university transforms the waste into mulch and returns it to the campus landscape.

Each institution needs to examine its unique situation, identify assets with marketable value, then evaluate the cost effectiveness of using those assets in an entrepreneurial manner. The institutions also must avoid pitfalls, such as competing with the private sector or diverting staff away from their primary duties.

Once those bases are covered, go on and make some lemonade. ☺



University of Iowa Route 66 Safety Program

By Jeri Ripley King

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If you travel along historic Route 66 from Chicago to Los Angeles, you won’t pass through Iowa. And, you probably won’t think of Iowa when you hear the lyrics, “Get your kicks, on Route 66.” But, it has a lot of meaning for the people who work for Facilities Management at the University of Iowa (UI), because its Route 66 safety program helped to accelerate safety awareness and personal responsibility, and put the UI safety program on the map.

Route 66 is the front end of a comprehensive safety program, which was launched when the department was grappling with higher-than-industry-average rates of OSHA recordable injuries, lost work days, and worker’s compensation and disability claims. When the foundation of the safety program was in place, Facilities Management looked for a way to help change behavior to make safety a number one priority, increase personal responsibility, and create a safe work environment.



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The Route 66 Safety program at the University of Iowa earned the facilities management staff a special honor at the APPA 2007 Back to the Future conference in July.

A small group, representing management and labor, came up with the idea for using a map of Route 66 to track progress toward a series of safety goals. The map would provide feedback, reward achievement, and help the shops/work group have fun along the way. The development team passed the idea on to a team of stakeholders to develop the goals. The goals reflected elements important to the department, the institution, and safety best practices. The goals were put on a scorecard. Facilities Management's computer programmers linked the online scorecard to a virtual map of Route 66 on the intranet.

Each shop had its own scorecard, but all shared the same map. Driven by accomplishing goals on the scorecard, the shops traveled along the route to various checkpoints—cities on the map; everyone could see who was where by clicking on the checkpoints. When they reached the mid-point, on the map at Adrian, Texas, Facilities Management provided pie and ice cream at the “Mid-Point Café.” There was also a special celebration after completing the entire route.

In January 2006, Facilities Management began the Route 66 journey to a safer workplace. Announcing the program included many types of communication efforts, from posters to PowerPoint presentations. To sustain

the program, Go-To safety team members made presentations during monthly safety meetings, information and progress reports were incorporated into monthly safety talks, safety tailgate meetings included updates, and news and articles were posted on the intranet. In addition, staff members could check the intranet to see where they were. By the end of December, there were measurable results from the year-long journey that had helped staff build safe work practices into standard work practices. Among other results, Facilities Management staff members reduced OSHA recordable injuries by 33 percent.

The program is back by popular demand in 2007. The scorecard was easily modified to reflect new goals and to include some shop-specific goals. Facilities Management at UI is focused on safety by traveling Route 66. ☞



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University of North Carolina at Charlotte Construction & Demolition Recycling Program

By Kathy Boutin-Pasterz

Kathy Boutin-Pasterz is the recycling coordinator in the Office of Waste Reduction & Recycling at the University of North Carolina at Charlotte. E-mail her at kboutin@email.uncc.edu. This is her first article for Facilities Manager.

Since 1990, University of North Carolina at Charlotte has provided staff and students with a recycling program that has grown enormously, from its simple collection of aluminum cans to its present program, which collects over 40 different items and offers waste reduction and conservation education to the entire campus. The Office of Waste Reduction & Recycling (OWR&R) collects recyclables from over 1,000 recycling containers daily. The OWR&R is constantly looking to recycle more materials generated on campus, so it was a logical step to set up a program to recycle construction and demolition waste generated on campus to deal with the ever expanding campus and its construction.

Since the inception of the collaborative C&D initiative, UNC Charlotte has recycled and reused more than 2.1 million pounds of material, increasing its C&D recycling by 113 percent.

UNC Charlotte is the fourth largest university in the state system. Over the past six years, it has added over 600,000 gross square feet of building space to accommodate a rising student population, currently at 21,000. This increase in square footage is the direct result of a successful bond-funded construction program. Prior to the implementation of the Construction and Demolition (C&D) Waste Management strategy, UNC Charlotte C&D recycling was contractor-dependent with much of the waste never being sent to an approved C&D landfill. Since the inception of the collaborative C&D initiative, UNC Charlotte has recycled and reused more than 2.1 million pounds of material, increasing its C&D



Members of the UNC Charlotte Construction & Demolition Recycling Program receive their award at APPA 2007 in July.

recycling by 113 percent. In 2006, the C&D program saved contractors \$8,750 in tipping fees and diverted more than 700,000 pounds from landfill, which represents 49 percent of all C&D material generated on campus.

The C&D program serves as a signature effort for UNC Charlotte. It marked the first time that capital projects, recycling, and business support (purchasing) departments joined forces to develop a successful process beneficial to the university and community at large. Without the active participation and support of the UNC Charlotte Board of Trustees, the chancellor, vice chancellor of business affairs and other senior management, the establishment of a successful C&D recycling program would have been a more arduous journey. The leadership and support shown conveyed the importance of this program to all parties involved and was a key catalyst in the establishment of the program.

In addition to the savings accrued by recycling, the community as a whole benefits from this program: less waste is sent to the landfill; CO₂ emissions are reduced, contractors are trained in regards to the benefits of recycling construction material, and this knowledge is shared throughout the community.

Continued support and involvement of C&D program participants enabled the program to build the momentum that it currently enjoys. Given the level of participation and the resulting success of this program, management remains committed. The C&D program demonstrates that UNC Charlotte is dedicated to campus recycling and waste reduction efforts. ¶