Summer 2017

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At the 21st annual Staff Graduate Reception May 23, President Martha E. Pollack recognized two staff members receiving a Ph.D., 23 receiving a master’s degree, and one a Bachelor of Science degree. Seventeen of these staff members earned their degrees at Cornell through the Employee Degree Program and nine at other accredited institutions through the Tuition Assistance Program.

“All of you – every graduate here – have reached an important personal goal, and you are an inspiration to your colleagues,” said Pollack, who noted the perseverance required to earn a degree while working full time. “Every day you contribute to the university’s mission, and now, with new knowledge and skills, and a new sense of accomplishment, your contributions will be even more valuable,” she added.

IPP members receiving degrees:

Joan Curtiss, M.P.S., project manager in Infrastructure Properties and Planning
Mark Howe, M.Eng., manager of utilities distribution and energy management
Matthew Kozlowski, M.P.S., green building program manager
Steve Mandl, B.S., software engineer
Michael Robers, M.P.S., natural areas management and safety
Jinhee Roper, M.B.A.
Bernard Amponsah, M.S., Hospitality Management
LEAD Program: 
Take that first Step
Andrew M. Germain, PE, CEFP

Just over a year ago, Infrastructure Properties and Planning rolled out the Leadership Enhancement and Accelerated Development (LEAD) Program. There was a call for interest across the organization to apply for a two-year rotational assignment within IPP. The successful candidates would have an opportunity to work with the leadership team and experience the different departments of IPP. The assignments would consist of opportunities in each area of IPP, providing the LEAD candidates exposure to working with the different managers and frontline staff of the organization. The candidates would also be engaged with high-level projects, initiatives, and shadowing opportunities.

When I first heard of the program, I checked it out on the IPP website. The write up was intriguing. They were offering a chance to spend two years to “acquire skills and expertise that will enhance my career and leadership development, gain hands-on experience, and engage at various levels throughout all departments within IPP”. It sounded too good to be true. To sweeten the deal even more, the successful candidates were guaranteed the ability to return to their original position at the end of the two-year period. What was the catch? As the section leader of the Architectural and Structural Engineering section in Facilities Engineering (FE), I had a great job, worked with a great team, and was able to work on some very interesting and challenging projects. I was in my comfort zone.

The catch was that I had to take a step (a big two-year step) outside of my comfort zone and apply for the program. I always wanted to know more about the division of IPP and the different departments. I wondered things like: Who is part of the IPP leadership team, and what are their daily challenges? What are some of the other initiatives and projects that are going on within IPP, and who is working on them? The LEAD Program would offer me an opportunity to learn more about the division and enhance my career at the same time. It was a difficult decision for me to make. I sought advice through trusted relationships both professional and personal. Their feedback was overwhelmingly positive, encouraging me to apply. “This would be a great opportunity to gain more experience as leader, expand your knowledge base, meet new people and learn more about the organization.”

My first assignment was in Facilities Management (FM) working with Ben Kuo, Associate Vice President of FM and his department as the Interim Associate Director of Operations (a position that was vacant due to a retirement). From day one, I was exposed to the true meaning of operations. Cornell’s campus operates 24 hours a day 7 days week. The different building systems that make up campus need constant oversight and maintenance to keep them safe and operational. The amount of expertise and dedication that our limited workforce possess to be able to respond to the daily needs of the campus infrastructure is impressive. In my short tenure with FM, I gained exposure to the daunting task of maximizing a limited budget to meet the growing maintenance needs and regulatory compliance requirements of our aging infrastructure. I was able to develop relationships with staff and their managers through problem solving some of the daily challenges and sharing experiences from different departments of IPP. One of the more rewarding experiences was spending time in the field with the operations staff. I learned a lot about the different building systems maintained by FM, and the staff’s roles and responsibilities to ensure the systems are compliant and functional.
My second rotation has been in IPP’s Energy and Sustainability department working with Bert Bland, the Associate Vice President of Energy and Sustainability and his department. This rotation is different from the first because there was not an open position for me to fill. I have been working on several high-level projects and initiatives for Energy and Sustainability while shadowing members of the different departments. It has been an equally challenging and enlightening experience. One main objective for me on this rotation is to become more climate literate. Early on in the rotation, it became abundantly clear I had a lot to learn from terminology to the different units of measure metric vs. imperial, and all the different acronyms. Everything has its own acronym; AASHE, E&S, EMCS, LCS, CEP, SLCAG, ECCT, TCCPI, kBtu, PSCC, EUI, CAP, CoP, WFP, kW-h, QBL, ECI and the list goes on and on… (answers below). I am now engaging senior leadership and developing management processes on several important initiatives for the University striving for a Carbon Neutral Campus by 2035. The Energy Management department has shared with me their impressive inventory of Utilities Infrastructure that they manage and operate. I have had the privilege to tour the Lake Source Cooling, and the Combined Heat and Power Plant, the Hydroelectric Plant, the Maple Ave. substation, and the Water Filtration Plant. Each tour has provided me with a greater appreciation of what is involved with keeping the campus operational on a daily basis. The systems are dependent on high performing teams, and great communication.

As the midpoint of the two-year term approaches, I will be rotating into my third department with Jim Kazda, the Senior Director of the Contract College Facilities. Working with the leadership team and gaining hands on practical experience from the experts in the field have been an invaluable learning experience. I have gained a greater awareness of IPP’s overall responsibilities and the impact we have on the University. I hope to learn more about the complexity of IPP as the LEAD program processes, to share the experience with others, and to promote continued cooperation throughout the division and the University.

Acronym Answers:

LEAD: Leadership Enhancement and Accelerated Development
(https://ipp.cornell.edu/content/ipp-career-development-opportunities).
AASHE: Association for the Advancement of Sustainability in Higher Education
E&S: Energy & Sustainability
EMCS: Energy Management and Control System
LCS: Lake Source Cooling
CEP: Central Energy Plant
SLCAG: Senior Leadership Climate Action Group
ECCT: Energy Conservation and Controls Team
TCCPI: Tompkins County Climate Protection Initiative (www.tccpi.org)
kBtu: One thousand British Thermal Units
PSCC: President’s Sustainable Campus Committee
EUI: Energy Use Intensity
CAP: Climate Action Plan (www.sustainablecampus.cornell.edu)
CoP: Coefficient of Performance
WFP: Water Filtration Plant
kW-h: kilowatt-hour (= 3.413kBTU)
QBL: Quadruple Bottom Line
ECI: Energy Conservation Initiative
<table>
<thead>
<tr>
<th>Announcement</th>
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<tr>
<td>Volunteers Needed for Opening Day - August 18th 4 hour and all day shifts</td>
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<td>Contact Lisa Dean at: 255-0423, <a href="mailto:lmg14@cornell.edu">lmg14@cornell.edu</a></td>
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<tr>
<td>Save the date! Inauguration of Martha E. Pollack is Aug 25</td>
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<td>Learn more at <a href="http://inauguration.cornell.edu/">http://inauguration.cornell.edu/</a></td>
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<tr>
<td>Submit Your Pic in the Cornell Photo Contest  Deadline is September 22nd!</td>
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<td>DUO for ALL! Two-step login now required for all non-academic employees</td>
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<td>contact the IT Service Desk by at <a href="mailto:itservicedesk@cornell.edu">itservicedesk@cornell.edu</a> or by phone at 5-5500</td>
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<tr>
<td>NY Tech is Beautiful! Check out the Campus Fly Through Video and the NY Tech Campus page</td>
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<tr>
<td>Heating Plant Roof Repair Starting Soon! FYI - Parking in lower HSB parking lot (by heating plant) will be reduced to accommodate construction for 3 months</td>
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<tr>
<td>Building Care’s Julie Houston awarded the 2017 Cornell University Partners in Sustainability Award</td>
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<tr>
<td>Rick Burgess, our new Vice President, joins us August 28th</td>
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<td>Check out the Cornell Chronicle article</td>
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<td>Finding Life/Work Balance Check out HR’s Wellbeing-Perks Page with info on discounts, family helpers, pets, self care, and more</td>
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Howell Speaks on IT Career Framework at NERCOMP

The North East Regional Computing Program, Inc. (NERCOMP) is an association partner with EDUCAUSE and supports IT innovation and leadership in educational institutions across the Northeastern United States. The NERCOMP Annual Conference plays a pivotal role in bringing this special community together—connecting peers, sharing successes (and struggles), and enhancing our collective learning. This year, the annual conference was in Providence, RI from March 27-29th and focused on: Community and Collaboration Come Together.

Debra Howell, Director of Information Technology for Infrastructure, Properties, and Planning, presented a session in the Leadership and Organizational Development track on IT Career Development: The Right Talents at the Right Time. This interactive session, helped attendees discover how the IT Skills Assessment at Cornell University changed how we think about leveraging and growing our individual expertise and also about the initiatives we created to enhance and further the mission and goals of our colleges and units through the IT Career Development Framework. The outcomes for the participants were:

- Explore an effective IT Career Development program and its components
- Gain the tools necessary to be able to create a talent management program for your institution
- Understand what it takes to engage, train, develop, and retain staff

The session was very well attended, and participants asked a lot of questions about metrics, value, and how to gain support for an initiative like the IT Career Framework at their institutions.

on a related note...

Howell Elected to Information Officer for NYS ACE Women’s Network

The New York State Chapter of the ACE Women’s Network is an informal network of women administrators, faculty, and staff associated with or supportive of higher education in the state. Formed under the auspices of the Office of Women in Higher Education (OWHE) of the American Council on Education (ACE), the New York chapter is part of the national ACE Women’s Network. Its mission is to promote and support women leaders in higher education in New York.

Their annual conference on April 6-7, focused on Leading Decisively: Motivating People, Inspiring Change, and Making a Difference. Highlights of the conference included a talk by Margaret Drugovich, president of Hartwick College, on leading decisively and that it’s not important where you started but where you end that matters; and a keynote address by Nancy Zimpher, Chancellor of the State University of New York, on creating a theory of action and a theory of leadership and rigorously applying them. Also at the annual conference, Debra Howell, Director of IT for Infrastructure Properties and Planning at Cornell, was elected to the Executive Board as Information Officer. Debra says, “I am honored to be invited to serve this organization and its goals of promoting the advancement, visibility, and influence of women in higher education.”

For more information about the NYS ACE Women’s Network, please visit: http://www.nyacenet.org/
Debra Howell was presented the 2017 year’s Steve Wright Bridge Award, given for demonstration of significant, ongoing commitment to fostering diversity & inclusion within Infrastructure Properties and Planning.

On campus Debra played a pivotal role in the creation of the IT Career Framework Committee which encourages self-development and building leadership. She facilitates Cornell’s Emerging Leaders Program, Cornell’s Leaders Program, and several Turning Point sessions a year, and successfully started the “IT Reads” program which develops skills through shared reading.

Beyond campus Debra facilitates sessions of the Yellow Ribbon Reintegration Program which promotes the well-being of National Guard and Reserve members, families, and communities by connecting them with resources throughout the deployment cycle.

Recently Debra was elected as the Information Officer on the Executive Board for the New York State Chapter of the American Council on Education (ACE) Women’s Network, and she regularly supports the Ithaca Rotary Club, local food charities, the Cornell Elves program, a diaper drive for families in need, and the United Way.

Kevin Samson was awarded the Cornerstone for Effectiveness Improvement.

Over the past 4 years Kevin’s breadth of duties include support for Mechanical Engineering as well as the elevator maintenance program. Under his leadership all facets of Cornell’s Elevator Program are tremendously improved, especially related to cost, service and communication. Just a few of the elevator program improvements include: Cornell Elevator Design Standards; Reliability program; Audit of Maximo’s Elevator system inventory; Entrapment and hoist way access protocols; After-hours response and management protocols; Invoice processes improvements resulting in approximately $10,000/year savings to Cornell University; Forensic and data analysis; Long and short-term system replacement plans; And increased elevator safety communications. Hand in hand with realizing these improvements, Kevin successfully worked to build trust and respect between facility owners and vendor mechanics.
Keystone, Cornerstone, Steve Wright Bridge Awards

The Cornerstone for Distinction in Teamwork was awarded to Aaron Debolt, Ethan Dennison, Josh Dennison, Joel Mashanic, Mark Watermen, Dan Jones, Chris Lampmen, Keith Walker, James Overhisler, and Matthew Reiter.

Hockey is an important part of the Cornell community. In recent years, the roof of Lynah Rink has been assessed for structure issues and a potential safety risk was identified in times of heavy snow. While a permanent fix was being designed, a team of IPP professionals stepped up to ensure the hockey program, and the safety of our students, staff and visitors was top priority.

To ensure safe occupancy, snow would need to be removed from the roof when it got too deep... but how deep was too deep? How should it be removed? Who would remove it? And when?

- Matt Reiter in Facilities Engineering worked to analyze the roof structure and snow weight.
- Aaron Debolt coordinated making sure the snow was measured, and shoveling occurred in time to keep the building safe and open.
- The Trades and Mechanic groups dedicated themselves to be available each and every time the need arose, working extremely hard in difficult conditions.

This team was a highly effective combination of Engineering, Management, BTC trades and UAW Maintenance Mechanics. Their collaborative efforts serve as a shining example of how the various facets of Cornell can work effectively, and in harmony, to fulfill a common purpose.

The 2017 storm “Stella” highlights these efforts. When the University closed this team sprang to action. They arrived before dawn and commenced snow removal from the Lynah Rink roof. Wading through waste high drifts in wet, tiring, windy and cold conditions they persevered... ensuring Lynah remained open for the champion team to practice. This last event was the punctuation mark to hard work stretching over two winters.

These members volunteered, and continued to do so for months... day or night. They were willing to serve in nasty conditions, and did so with good humor and tremendous dedication. They are a model for IPP, and their hard work is appreciated more than they know.
The Cornerstone for Dedication to Developing Others was given to Kristi Cooley, Dan Klinger, and Mike Baker.

Each took on new roles over the past year, and by combining their skills have streamlined their unit’s services. They effectively communicated changes, provided more consistent and efficient approaches to operations, and have measurably elevated their unit’s level of customer support and satisfaction.

They develop each other by challenging oneanother and collaborating on quality outcomes. This team’s can-do, positive, customer-focused attitude helped the whole unit re-invest in itself. They have a sense of humor, integrity and great technical skills on top of that. Together they have changed the culture and morale of their unit.

Sarah Zemanick was awarded the Cornerstone for Campus or Community Service Award

During the last year unexpected legislation was proposed in New York State which would have undermined the rights of citizens and businesses across the state to develop renewable energy. In response Sarah Zemanick mobilized CORE - a statewide coalition to ensure the preservation of renewable energy credit standards. Her work successfully protected carbon reduction efforts for Cornell as well as private developers, non-profits and fellow educational institutions statewide, and protects the Southern Tier’s plan to reduce carbon and strengthen local economies.

Sarah continues to pave the way for additional solar energy by working with local governments, community members, and private industry to install community solar projects. She attends countless public events, meetings, and one-on-one conversations with individuals, industry, non-profits and government entities highlighting renewable energy always looking to “find a way” to a “win-win” solution.

Sarah consistently links IPP’s facilities energy and sustainability projects to the university teaching mission by connecting IPP staff with researchers and students in ways that pay dividends far beyond campus borders. She is highly regarded by student leaders, distinguished faculty, and civic leaders in Tompkins County and Albany.
Keystone, Cornerstone, Steve Wright Bridge Awards

Recipients of IPP’s paramount award, the Keystone Award, represent strength gained through collaboration.

This year’s winner goes to the Generator Program Team including Dean Anderson, Jim Bovard, and Joe Shields from Facilities Management, Chris Wayman from Facilities Engineering, Dave Hart and Allen Phelps who recently retired, and Jessica Szepanski who recently took a new opportunity in the Contract College Zone.

The Generator Program consists of Cornell staff across several organizations in IPP. The staff maintain 92 emergency generators on the Ithaca campus. They work to ensure the installation of new generator equipment meets University standards. These efforts mitigate potential damages when there is interruption to building power as outages can impact long-running research experiments and critical campus infrastructure.

The Generator Team’s intimate knowledge and care of the units have ensured high performance of University generators. The team has earned recognition for their care of these assets and for providing a reliable source of backup power in support of the academic mission of the University.

This team is a great example of Cornell staff taking ownership of their work. All members are passionate, efficient and exemplify excellence. They break down traditional barriers to collaborate across units within IPP, function at a high-level with the best interests of the University in mind, and take pride in their work. Many leaders across IPP and campus have confidence in the Team and respect for each member.
IPP IT and New Roots Charter School Partner for Computers Intensive Week

May 22-26, 10 students from New Roots Charter School spent an “Intensives” week with Infrastructure Properties and Planning (IPP) IT staff for Computers: Break, Make, and Take! At New Roots during Spring Intensives, students take a break from the academic mindset and focus their energy on a topic they love. For the computers intensive, IPP IT staff created a program for students to break computers to see what’s inside them and learn what all of the parts do; make time for questions and concerns from the tech world; make their own laptop to take home with them from recycled equipment; and take field trips to various Cornell facilities to see how computers are used for research, education, and day-to-day work.

Gabriel Goodwin, systems administrator for IPP, was one of the IT staff who spent the week with the students. He says he loved working with the students because “their excitement about working on and seeing things that we take for granted is infectious!” And, the students certainly reciprocated his feelings as shouts for “Hey Gabe!” could be heard constantly from across the classroom. The students were also engaged by various tours including server farm tours with Rick Polcaro and Resa Reynolds, utilities tours with Josh LaPenna, visiting CUPD dispatch and vehicles with Sgt. Shirley and Officer MacDonald, and a tour of the Cornell Dairy plant with Deanna Simons. Students were also amazed by the Cornell dining hall experience!

IPP IT staff Debra Howell, Kristi Cooley, Dan Klinger, Mike Baker, Tom Davies, along with Gabriel Goodwin are already looking forward to next year. When asked what the best thing about the Intensive was, the students said, “the staff’s attitudes towards us and the level of engagement between students and staff was amazing and conducive to learning. This was the best thing ever.”