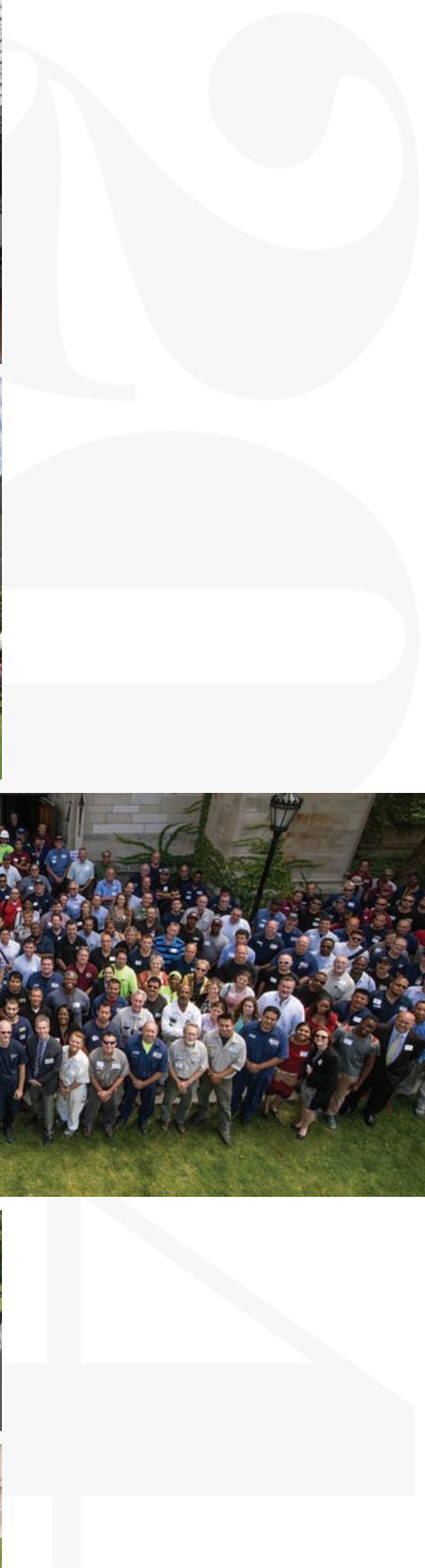




Making Connections

University of Chicago - Facilities Services
2014 Annual Report



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All photos owned by the University of Chicago



We focus on...

Sustainability

Integrate sustainability considerations into all aspects of our operations and capital program by building awareness of the impact on our environment, taking steps to address that impact, and developing innovative solutions to increase conservation, reuse and recycling of natural resources.

Service Delivery

Maximize the delivery of our services to provide a positive impact to clients while minimizing any disruption on the operations of the University.

Financial Performance

Facilitate managing to budget at all staff levels. Identify savings that increase FS value to the University.

Community Impact

Leverage the community benefits of our capital program and operations through strong collaborations with University partners, our city officials, neighbors, and local businesses. Aim to affect a positive impact on the communities that surround us.

Strategic Value

Ensure that our work supports the mission and vision of the University. Partner with key University stakeholders to provide accurate and meaningful data for decision support and analysis.





Making connections: the pathways to success

When I came to the University of Chicago in 2008, we began a collaborative effort to transform this historic campus. Our bold steps forward included creating a tranquil and vehicle-free space for campus connections in the Main Quadrangles, opening a portal through Edward H. Levi Hall to create a welcoming pedestrian pathway through the heart of campus, and leading one of the University's most ambitious capital programs. These physical improvements enhance the learning environment that allows students and scholars to thrive. This philosophy is all part of **Making Connections** – with each other, our clients, our community, and our world.

Some may look at Donut Day as just a chance to get a Friday morning sugar rush, but it is really a great opportunity for everyone to get to know each other and our new employees. This past year, we began rotating the event between Harper Court and ATS so we all could get a better connection across the workspaces we use to build and maintain excellence. In the new year, we'll have another amazing work space when the new Facilities Services Building welcomes the trade shops, landscaping and inventory departments. I hope in the coming year we can all make a conscious effort to better know each other and the value each of us bring to FS and to the University as a whole. Building connections with your coworkers builds trust and, ultimately, a **shared sense of accomplishment**.

We are forging closer connections with the other departments across the University, as well. Our work with the Office of Civic Engagement improves our communications with neighbors and enhances our ability to work with the City to collaborate on projects critical to our shared success. In addition, our Business Systems group is partnering with IT Services to develop an Information Technology Strategic Plan to improve our work through technology.

The connections that we make with our clients and customers continue to evolve as technology changes. While nothing could ever replace the caring work center employees who field calls to our service line, we continue to leverage the power of Maximo and enhance its reliability. Our new mobile application enables efficient communications with regard to field

and supervisory work. Soon, this technology will enable us to analyze and advance our efforts to help us better support our clients.

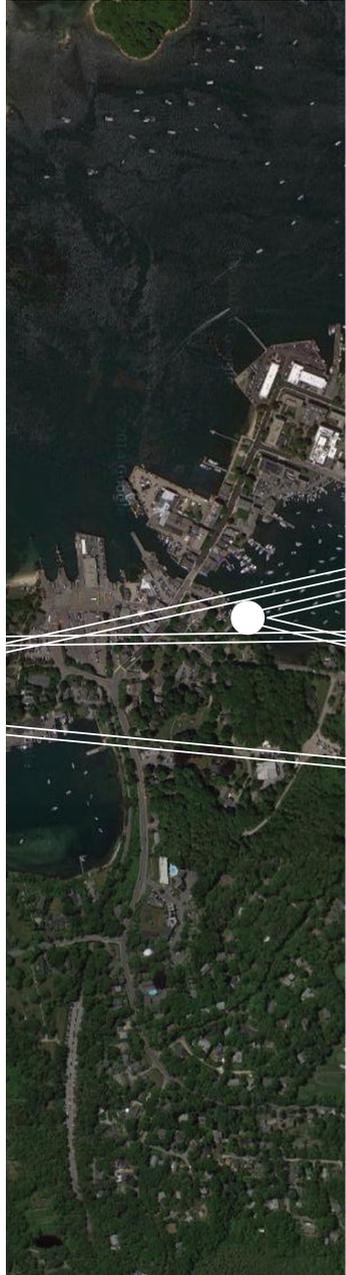
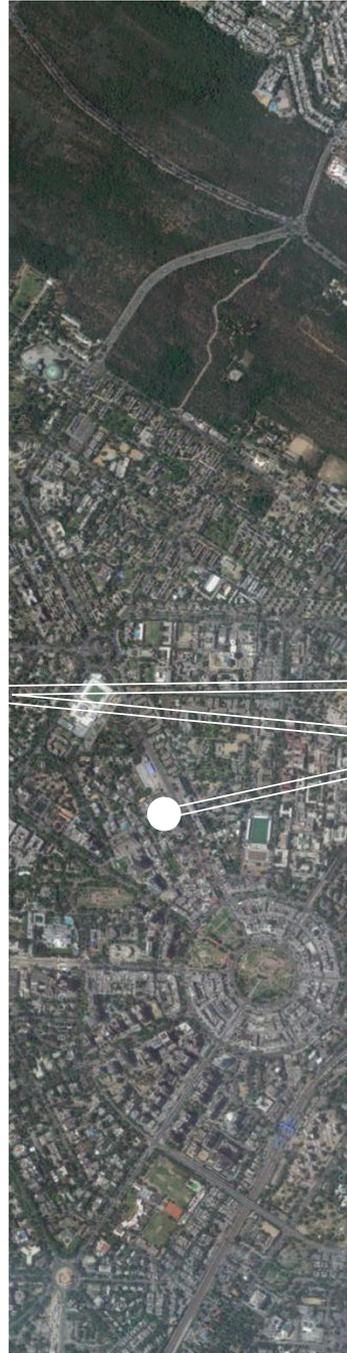
Through the work on our strategic priorities, we were able to send four groups of employees to a Customer Service Training program that focused on SERVE: Safe, Efficient, Responsive, Value-added, and Empathetic service. We know this investment in our employees will result in enhanced service delivery and improved customer service, and I truly appreciate the hard work these colleagues have made to **serve our campus community**.

Our outreach and connections stretch across Chicago to the nation and the globe, as well. In our neighborhoods, we continue to create places that connect our communities while **expanding local economic opportunity**. The new affiliation with the Marine Biological Laboratory in Woods Hole, Mass. enables University scholars to delve into biology, biomedicine and environmental science in truly unique and thought-provoking ways. We continue to actively support efforts to bring the Barack Obama Presidential Library to the South Side. While we face strong competition, the track record and reputation we've established in the last few years of delivering and maintaining some of the most impressive and cutting-edge new buildings in the country strengthens our position as a possible location. The University is also expanding its footprint abroad. This year, we opened the Centers in Dehli, India and a temporary facility in Hong Kong; plans are underway for the permanent campus in Hong Kong.

I am proud that our work speaks to our commitment to **support the teaching and research mission** at this exemplary institution. I encourage each of us within FS to continue to explore how our own contributions and connections can grow even more robust in the coming year. The more we feel connected to the people, the buildings and the landscapes around us, the more rooted and proud we will feel about our wonderful accomplishments at this stellar University.

Thanks to each of you for all of your great work enhancing connections at the University of Chicago.

— Steve



Making connections around the globe

University of Chicago ideas and people cross more than academic disciplines — they transcend languages and nations. For more than a century, University of Chicago faculty and students have engaged with scholars from around the world. Today, that reach extends further than ever with hundreds of programs, initiatives, and partnerships in more than 38 nations and on every continent.

Here we take a look at a handful of locations that UChicagoans call home.



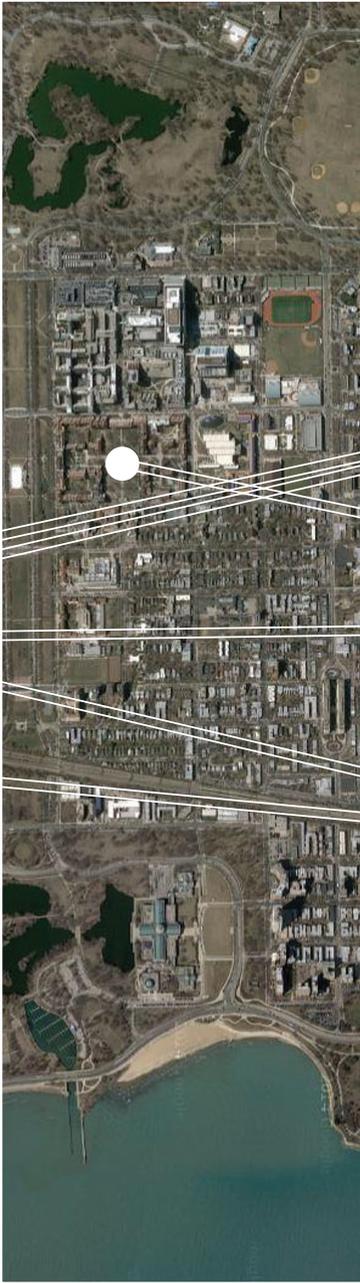
London
2005



Delhi
2014



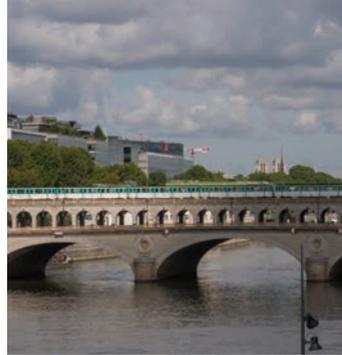
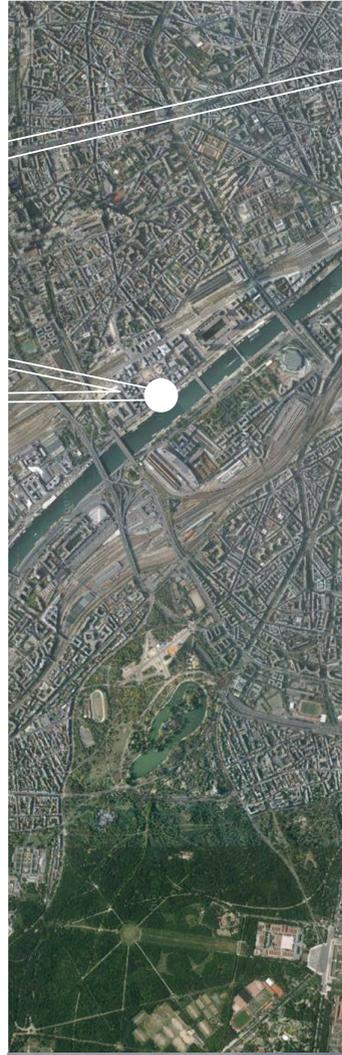
Woods Hole
2013



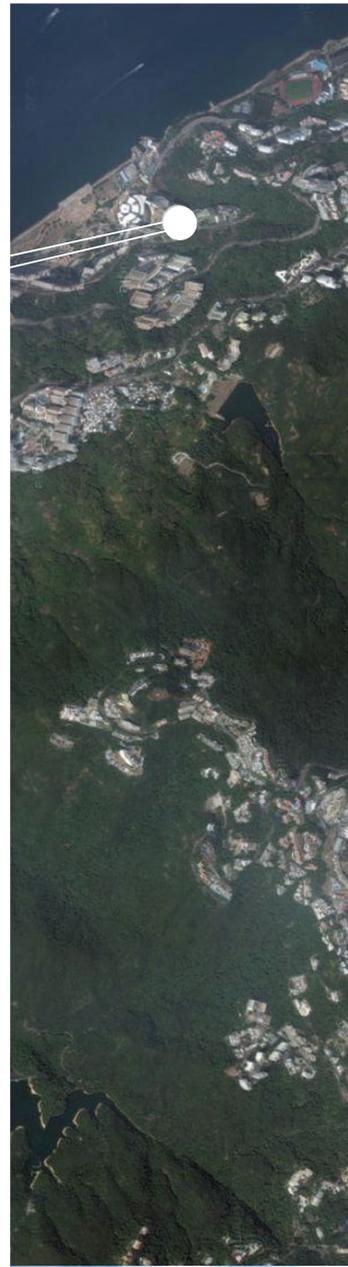
Chicago
1890



Beijing
2010



Paris
2004



Hong Kong
2014

From city to campus — what's your sign?

The University of Chicago campus is often described as an oasis in the city of Chicago. The historic Main Quadrangles were, in fact, designed to be just that — a sanctuary for faculty and students to come, think, and explore the world of ideas. The initial campus plan and architectural styles were chosen specifically to foster that sanctuary concept, and that idea continues to influence campus planning.

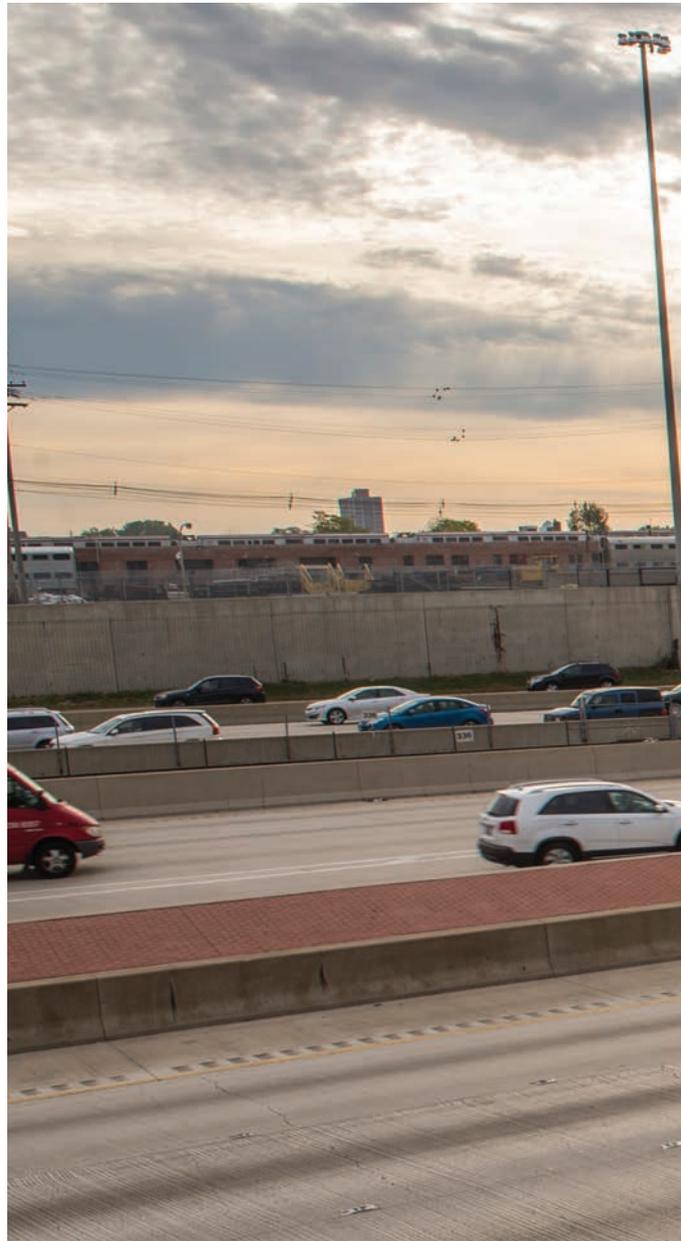
In 1890, University founders set a vision for the University that would transform higher education. That vision included retaining Chicago-based Henry Ives Cobb to design a campus that would embody the goals of the institution. Throughout the ensuing years, the University campus has grown significantly, now encompassing 160 buildings on nearly 217 acres on Chicago's southeast side, near Lake Michigan and bounded on the east and west by historic urban parks.

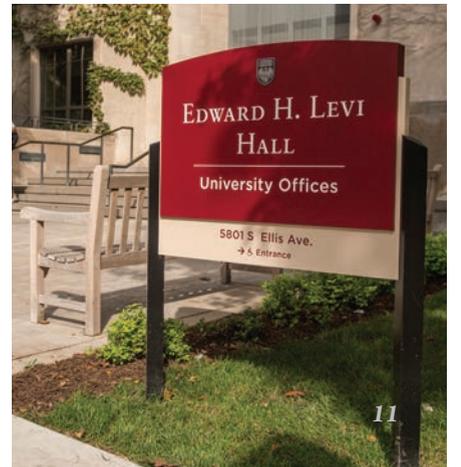
While the University's location has contributed to its sense as an oasis, it also presents a series of challenges for people trying to find it for the first time or the occasional visitor.

Reaching its final stages this past fiscal year was the realization of an ambitious plan to literally make connections with our surrounding communities and global visitors. The goal of a new signage plan was to orient and direct visitors to the University and its Medical Center from various points of approach from our vast interstate highway system; to guide them to campus points of entry and parking facilities; and provide pedestrian-level campus navigation.

"In the past, we were an intentionally well-kept secret. It was felt that people who really wanted to come here would find us," said Richard Bumstead, associate director of campus environment. "This new comprehensive way-finding system represents a complete shift in attitude. We strongly feel we should be connected to — and part of — the city."

As the University strives to become more integrated into the City of Chicago fabric and more welcoming to visitors, FS set out to thoroughly examine the various generations of signage that existed inside and outside our campus buildings. We are in the midst of a four-phase project to implement vehicle and parking signage and to create cohesive (and easily updated) pedestrian directional signage. The results, for drivers and pedestrians alike, is an easier way to navigate and a more welcoming entry to view, enjoy and pursue inquiry on our historic campus.





Making connections: working with our neighbors



Our mission to build and maintain excellence transcends our Hyde Park campus and extends into surrounding South Side communities. Fiscal year 2014 saw staffers expand on our community impact initiatives and strengthen our relationship with our neighbors.

In the spring, Facilities Services for the second consecutive year adopted a home in Englewood as part of Rebuilding Together - Metro Chicago.

Volunteers from FS, students from The Laboratory Schools and staff from the Office of Civic Engagement gathered at the home of Tommie and Bessie Harris, a retired couple who needed assistance with a multitude of home repairs. The scope of work for the home included painting, organizing, landscaping and general clean up.

In addition, for the fourth consecutive year, we partnered with ACE Technical Charter High School in Washington Park to offer summer internships to their students. For six weeks, 13 interns were paired with mentors from a variety of departments to get hands-on, real-world facility experience. We also participated in a career day for those students to mentor and offer real-life interviewing skills to help ready the teens for the next chapter of their lives.

Also in 2014, we:

Hosted the National Organization of Minority Architects for a campus tour.

Participated in the Woodlawn Public Safety Alliance Youth Employment Program.

Held a winter coat collection.

Supported the Southeast Chicago Commission (SECC) and Hyde Park Vitality Committee: Celebrate Hyde Park Summer Music Festival.

Volunteered to cook meals at the Ronald McDonald House on three separate evenings.

Offered an Urban Alliance Internship.

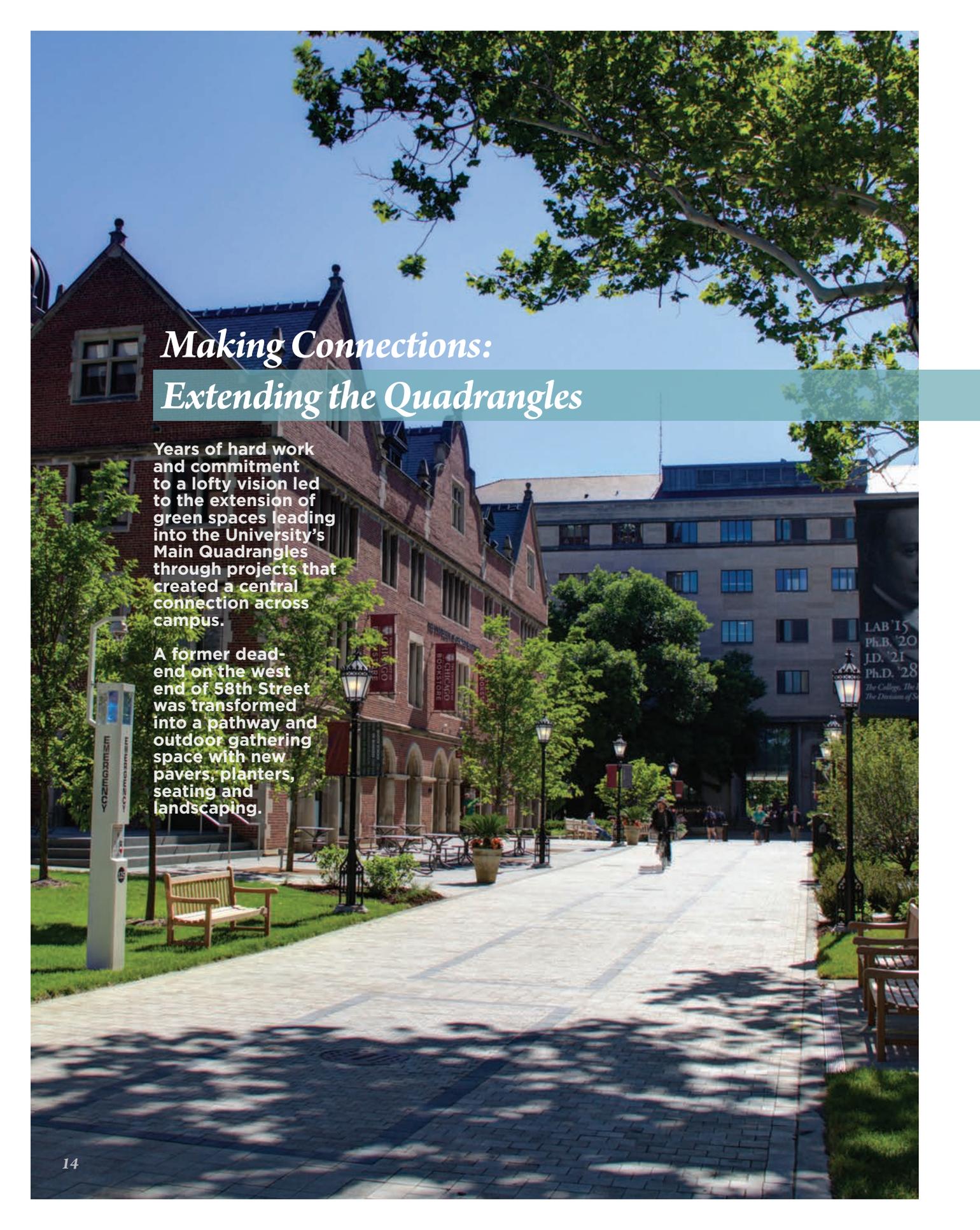


Partnered with Fourth Ward Ald. William Burns to host a community-wide Shred-A-Thon event, where we collected 12,518 pounds of electronic waste from the surrounding South Side communities.

Participated in the University of Chicago Medicine Toy Drive.

Participated in both the Urban Education Institute's UChicago Charter School - Woodlawn Campus Career Day and ACE Tech Career Day.

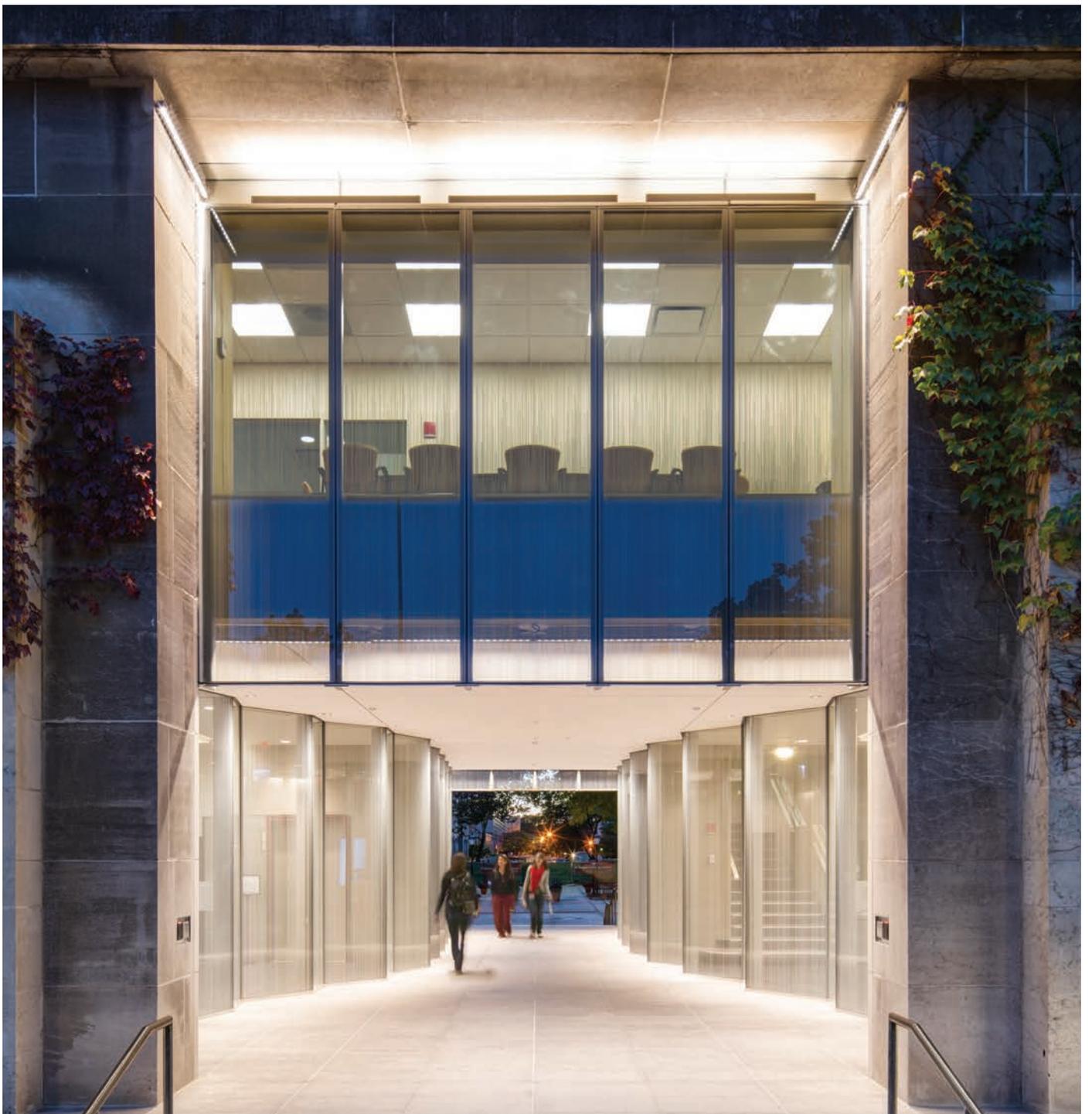
Collaborated with the Office of Civic Engagement to clean the Mamie Till - Mobley Park in 20th Ward.



Making Connections: Extending the Quadrangles

Years of hard work and commitment to a lofty vision led to the extension of green spaces leading into the University's Main Quadrangles through projects that created a central connection across campus.

A former dead-end on the west end of 58th Street was transformed into a pathway and outdoor gathering space with new pavers, planters, seating and landscaping.



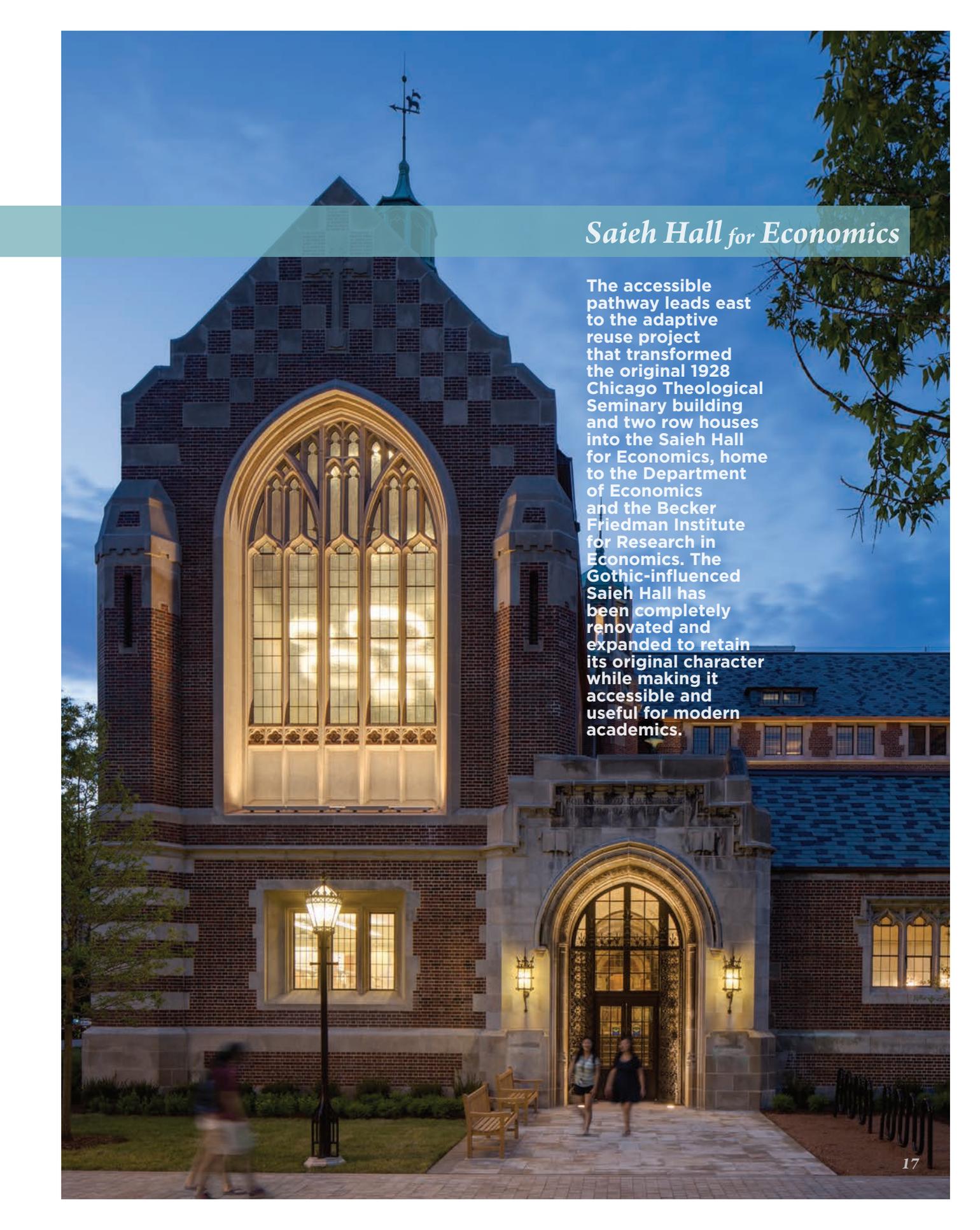
Edward H. Levi Hall portal

The east-west connection was made complete with the creation of an open-air portal through Edward H. Levi Hall (built in 1948) that joins the Main Quadrangles with the science quadrangles and the medical campus.



58th Street Promenade

To the east, as part of the adaptive reuse project at the Saieh Hall for Economics, the block of 58th Street between Woodlawn and University avenues was transformed into a pedestrian pathway with the look and feel of the Main Quadrangles.



Saieh Hall for Economics

The accessible pathway leads east to the adaptive reuse project that transformed the original 1928 Chicago Theological Seminary building and two row houses into the Saieh Hall for Economics, home to the Department of Economics and the Becker Friedman Institute for Research in Economics. The Gothic-influenced Saieh Hall has been completely renovated and expanded to retain its original character while making it accessible and useful for modern academics.

Back TO THE *Future*

3D Building Scanning

Accurate measurements are a crucial element in the construction process, from design studies through final construction. This is especially true for historic buildings, where maintenance or renovation projects may rely on timeworn linen drawings, which may be incomplete or inaccurate.

Technological advancements mean facilities experts can document measurements assisted by computer-aided design (CAD) programs – saving us time and money,

and Rosenwald and Swift halls. Scanners captured exact images of 205 floors encompassing nearly 2 million square feet, according to Charles Maher, director, business applications & data management.

“Capturing accurate as-built data has long been challenging for building owners, architects, engineers and contractors. Due to the age of some University buildings, we often rely on record drawings to provide information on existing conditions, but it’s common for record drawings to be inaccurate or out-of-date,” Maher said. “3D scanning provides cross sectional views of floors from building to building, and exact sizes of structural members, angles and complicated dimensions that can easily be derived or modeled for planning or future renovations.”

Laser scanning is essentially the swift capture of three-dimensional information reflected from an object or surface to a light sensor. It creates a 3D construct called a point cloud made from multiple scans that have been unified through a process of registration.

Once the point cloud data is consolidated, traditional deliverables such as 2D plans, elevations, and sections can be readily extracted. The point cloud data can also be the foundation for 3D modeling, such as Building Information

Modeling (BIM), saving many hours of digital model building.

“Our Operations team really benefits from these scans. Not only are the data available online, making it easy to access, it provides a virtual representation of building, floor and room space that shows visible attributes such as outlets, lighting, diffusers and so on,” Maher said. “This allows them to virtually be ‘in’ a space and ensure they have the right equipment on hand when performing maintenance and other tasks.”

Scanned data is visual, intuitive and immediately useful. While the raw scan data looks like a black and white photograph (shown at right), it is actually 3D geometric data that can be dimensioned and used to prepare CAD drawings and models, and thus ensure all construction and renovation projects at the University begin on solid and accurate footing.

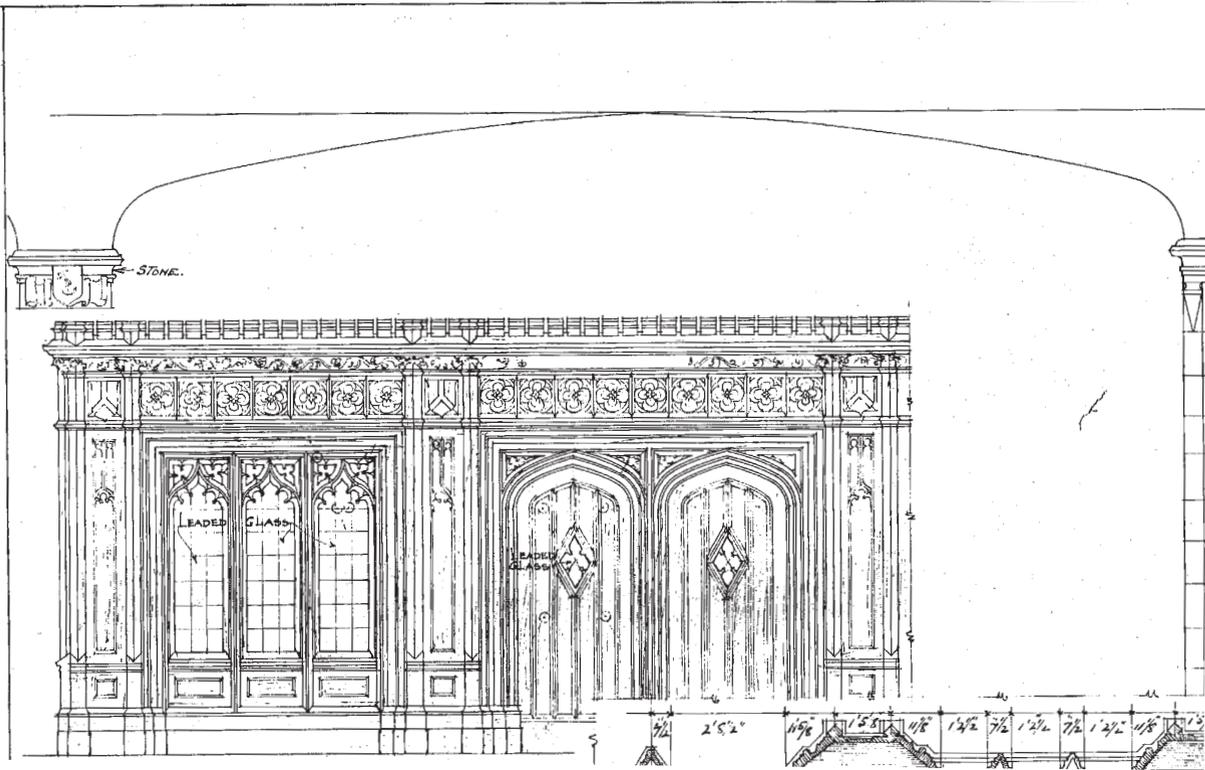


now and into the future.

In the past, measurements were typically taken with a tape measure, paper and pencil. The layout was pieced together from countless dimensions, photos, and experience. As projects evolved, multiple site visits were required to fill in information gaps. 3D laser scanning provides an efficient, technologically advanced way to quickly and accurately capture as-built conditions for building documentation.

While Facilities Services has employed 3D scanning on new construction projects and some renovation projects in recent years, FS fully embraced the benefits of 3D scanning in FY2014 by executing exterior and interior building scans of some of the oldest and most historically significant structures on campus. This project encompassed all 35 Main Quadrangle buildings, including such icons as the Harper Memorial Library

Equipment is set within a space to gather thousands of data points used to create an accurate 3D building model.



An original architectural drawing of Rosenwald Hall's main lobby before it was built in 1915.



Nearly 100 years later, a 3D scan of Rosenwald's main lobby gathers exact measurements from computer models.



Around the Clock

At any time of the day, every day of the year, in every corner of campus, Facilities Services employees work to ensure the University of Chicago campus environment offers functional and inspiring spaces for intellectual discourse, research and exploration. Often behind-the-scenes, here we celebrate just a few of the dedicated FS staff working around the clock to build and maintain excellence.

Kyle Cherry, groundskeeper, weeds outside the Reva and David Logan Center for the Arts.



Alice Chu, project administrator, reviews building drawings with a project manager.



Jim Wolf, structural mechanic, inspects a broken window at ATS.



In Harper Court, Lourie Fuentes, operations assistant, reviews messages received overnight.



Brian Korb, groundskeeper, preps for planting.

6:30 a.m.

Ronald Heard, building maintenance worker, moves items in storage at the South Campus Residence Hall.

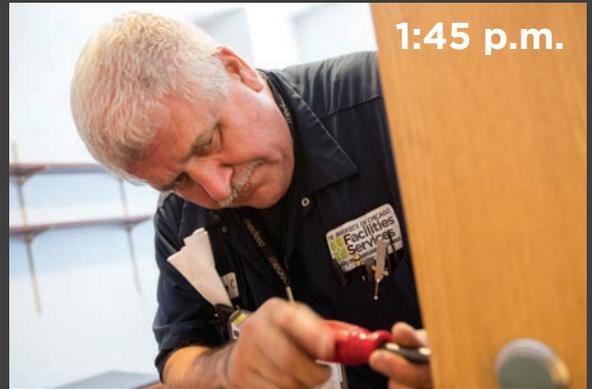


Kathleen Golomb,
project manager, at
work in Harper Court.



1 p.m.

Steve Clarke,
locksmith, repairs
a door lock in
Max Palevsky.



1:45 p.m.

J.R. Hernandez,
building
maintenance
worker, moves
furniture for use
in the residence
halls.



11:30 a.m.

Mark Cummins,
carpenter
foreman, makes
final cuts using
the table saw in
ATS.



11:15 a.m.



11:25 a.m.

Building
maintenance
workers Schuyler
Flentall, right, and
Juan Johnson,
left, repair a door
to a student room
at Max Palevsky
Residential
Commons.



11:45 a.m.

In ATS, Mike
Kekelik, structural
mechanic
foreman, cuts a
steel part.



1:15 p.m.

LaKeesha Carter,
supervisor,
accounts
payable, reviews
documents at
Harper Court.



12:30 p.m.

James Hathorn,
horticulturalist,
prepares
plants for the season.

Bob Moss, electrician foreman, and Ernesto Negrete, journeyman electrician, rack a breaker at the South Chiller Plant.



John Fejes, building engineer, inspects air filters in the basement of Max Palevsky Residential Commons.



Rick Almanza, utility plant assistant operator, checks steam levels at the West Campus Combined Utility Plant.



Kevin Ahn, facilities manager, reviews building service requests.



Ben Webb, building maintenance worker, operates the elevator in Broadview Hall.



Sam Mouratides, utility plant assistant operator, checks water quality at the West Campus Combined Utility Plant.

Project Managers earn 2014 Keller Awards

For the 13th consecutive year, Facilities Services leadership honors employees who contribute significantly to the University of Chicago community with the **Keller Award**, named for Janet Keller, a former project manager. In the last months of her life, Janet led a project team to create the USITE Computing Cluster in the Crerar Science Library. Throughout the project,



Project managers Laura Jansky-Jacobs (left) and Maya Gharpure both earned the 2014 Keller Award.

clients and team members alike repeatedly cited Janet for **upholding the highest values of teamwork and cooperation** and providing superior customer service and satisfaction through the duration of the project. This award, in her honor, recognizes employees who thrive on collaboration and demonstrate the highest professional and ethical standards. A permanent plaque honoring Keller Award winners hangs in the 10th floor break room at Harper Court.

Now in its 13th year, it's a tie! Facilities Services leadership has honored two individuals as Keller Award

winners. Honored this year are project managers who hail from two units within FS: **Laura Jansky-Jacobs**, who works for Capital Project Delivery, and **Maya Gharpure** of the Campus Design + Sustainability unit. Earning the Keller Award honorable mention this year is **Kevin Rodgers**, energy engineer.

In addition, the **Keller Team Award** (see pages 26-27) was bestowed on each of the 269 employees that make up the Facilities Operations unit for their outstanding contributions to the University community during the record-breaking 2013-2014 winter season.

Jansky-Jacobs, who joined FS in 2002, earns this award for her stellar execution and leadership as the project manager for Residential Properties. When she assumed this role about a year ago, Jansky-Jacobs faced a slate of projects that were languishing in various stages of delay.

Jansky-Jacobs established a tone of **“no-excuse” accountability** by scheduling bi-monthly meetings with the Residential Properties team to facilitate the collaboration needed to address the backlog. Her expertise and skills got the projects back on track to meet deadlines and deliver superior outcomes.

“Laura has a very high level of credibility with the property management team. She keeps her promises for due dates and holds vendors accountable for performance,” said Myriam Weaver, senior manager of residential properties. “This allows property managers the ability to accurately communicate capital project timelines to residents with certainty, minimizing impact on services and keeping us compliant with Chicago’s

Residential Landlord Tenant Ordinance.”

Jansky-Jacobs has long been a solid, consistent team player, and her focus and calm demeanor exemplify the attributes FS values in its employees.

The second Keller Award winner, Gharpure, joined FS in 2011. She is honored this year for her exceptional ability to not only collaborate within FS to achieve superior results, she also excels at **collaborating and cooperating** with a variety of academic and administrative departments University-wide.

Gharpure is a key member of the team assembled to build a new University Center in Hong Kong. In that capacity, she regularly partners with individuals from the Booth School of Business, the Harris School for Public Policy Studies, the College, Alumni Relations and Development and the Global Initiatives steering committee. This means Gharpure regularly participates in long, complex, off-hours conference calls on high-visibility overseas projects.

“Maya is unique in that she seeks opportunities to collaborate and goes the extra mile to make sure the work is a success for all. She naturally finds areas of agreement and looks for ways to grow toward a common solution without seeking praise or recognition for herself,” said Alicia Murasaki, assistant vice president of Campus Design + Sustainability. “She truly models the oft-repeated motto of FS, ‘All of our work is all of our work.’”

Rodgers, energy engineer with the Operations department, joined FS in June 2012. Rodgers earned the Keller Award honorable mention for his critical role

in the development of the Climate and Energy Plan, his active participation on the FS Safety Committee and his **engagement in community outreach programs**.

“Kevin is thorough and highly motivated when researching energy efficiency technologies and best practices and has a highly consultative approach to



Kevin Rodgers, energy engineer, earned a Keller Award honorable mention.

solutions,” said Kevin Austin, director, campus services & residential properties. “His work product is of the highest quality and he continually adds value to projects with informed and insightful opinions.”

Operations unit earns Keller team award

The 269-member strong Operations unit earned this year's Keller Team Award for consistently providing exceptional service to the campus community during the record-setting winter of 2013-2014.

The Operations team collectively worked numerous weekends, early mornings, late nights, and constant overtime to keep the campus community safe and warm through the onslaught of extreme conditions. They braved some of the worst conditions imaginable, at times driving during a state of emergency to get to work on icy roads battling high winds and blowing snow. Many left families at home during power outages to ensure University operations continued to perform.

Even when the University closed as a precaution for staff and students, many Operations staff reported to work to **provide a comfortable environment for our snowed-in community** to continue to live, work, learn and discover.

Below are just a few examples of the myriad ways our Operations team contributed to the overall health and safety of the campus community during an exceptional winter season.

- Many in the Central Utility Plants stayed overnight, some up to three days in a row, to handle plant issues to prevent escalation into emergencies, all the while producing a record 450,000 pounds of steam per hour through several days of sub-zero temperatures.

- Frontline workers – the Landscape Services crew and Residential Properties janitors – spent countless hours exposed to the elements, keeping the campus accessible and passable. These employees spent nearly every weekend for four straight months

dealing with ice and snow management. While the Landscape Services team handled campus, the Residential Property janitors cleared sidewalks, paths and patios at 41 off-campus apartment buildings.

- The Residence Halls & Dining Building Maintenance Workers and engineers maintained facilities and cleared entrances and courtyards that serve 2,800 undergraduates, assuring their safe passage to get a warm meal and return to a cozy home.

- Campus engineers maintained heat in campus buildings, while dealing with equipment issues resulting from the extreme cold.

- Electricians dealt with frozen sprinkler lines and equipment under duress.

- The trades teams in Residential Properties and on campus handled securing and insulating windows, keeping ice dams from forming and removing ice from buildings to protect the community from falling ice.

- Faculty Exchange continued to deliver mail and unlock doors to keep campus running.

Individuals from every Operations group picked up a shovel and moved snow at least once during the winter. This **dedication to go the extra mile** continued month after difficult month, making the entire Operations team not just worthy, but exemplary recipients of the Keller Award.

50"

47.9"

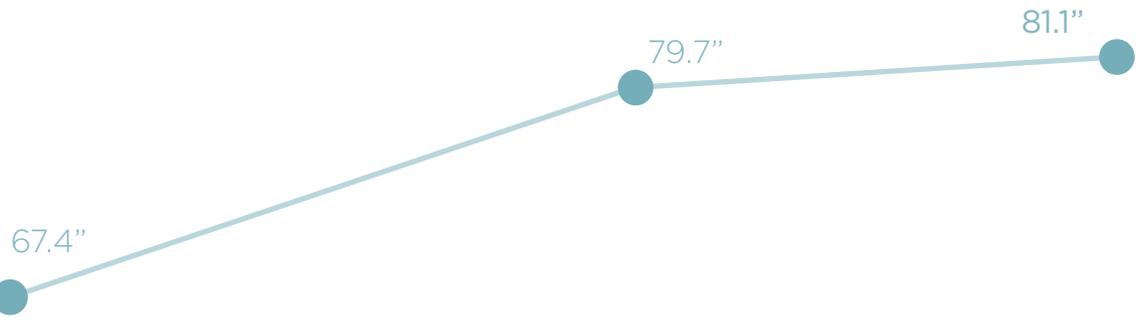
14.2"

10"

December

January

Cumulative Snowfall
Source: National Weather Service



The grounds crew stands in front of "snow mountain" in February.



Left: Utility plant workers made sure steam circulated through campus during sub-zero temperature days.

Far-left: Facilities Services employees battle the snow.

February

March

April

FS Introduces Safety Spirit Award

Brandon Stone, foreman with the Central Utility Plants, inspects measurements at South Campus Utility Plant.



A longtime commitment to improving the culture of safety earned **Brandon Stone**, foreman with the Central Utility Plants, the department's first-ever FS Safety Spirit Award.

Stone, who joined FS in 1994, exemplifies and demonstrates a commitment to safety, both by his work as chair of the FS Safety Committee and through his **dedication to implementing safe work practices and policies**, said Dan Carey, manager, Central Utility Plants.

“Brandon has been a key force behind the majority of initiatives created to elevate our workplace safety culture,” Carey said. “Brandon is an active leader, leading brainstorming sessions on how to improve all aspects of safety and in executing changes. From Job Safety Analysis production to the creation of the Safety Center, Brandon exemplifies the commitment and expertise FS requires to continue to build our achievements in this critical area.” Stone has been a member of the FS Safety Committee since its inception in 2011. He served one year as secretary and was elected chair in July 2013.

Joel Schriever, former assistant vice president, Facilities Operations, was the guiding force behind the FS Safety Committee. Under his leadership, six safety sub-committees were formed, including the Safety Engagement & Awareness Committee. This sub-committee is made up of three members from the safety committee: Christopher Mitchell, building engineer-South Campus, Ken Smith, locksmith, and Jay Chesslo, director of human resources.

During FY2014, the sub-committee developed several programs to promote safety awareness. The FS Safety Spirit Award was an outgrowth of this committee, and the award is designed to recognize an individual or team who consistently **excels at creating and promoting a**

safe work environment through the application of safe practices, attitude and actions.

This award honors individuals or teams whose demonstrated commitment to safety inspires co-workers and promotes a safe work environment both within FS and throughout our campus community.

Ten nominations were received by the sub-committee for the inaugural Safety Spirit Award.

In addition to Stone, two other Operations employees were recognized for their outstanding contributions. They

are: **Bob Bandura**, chief electrical engineer, and **Josh Garza**, fixture cleaner electrician.

Bandura, who joined the University in 2001, led a major safety effort and **coordinated training for more than 100 employees** to comply with Occupational Safety and Health Administration (OSHA) electrical safety standards and to bring the Operations team to full compliance. This also included CPR training, a day-long Electrical and Energized Electrical Work Permit training, three-way communication, and Lock-Out Tag-Out Procedures.

“Only a handful of people have done as much to educate and outfit our team members in a high risk area of Operations than Bob has this past year,” said Kevin Austin, director of campus services & residential properties.

Garza, who joined the University in 2012, has

represented the Electric Shop on the FS Safety Committee for the past year. He schedules, coordinates, and tracks all safety compliance within the electric, lighting, and predictive maintenance shops.

During this time, Garza has actively engaged his co-



Left:
Bob Bandura,
chief electrical
engineer, in
Harper Court.

Far left:
Josh Garza,
fixture cleaner
electrician, at
ATS.

workers during monthly safety meetings, often leading discussions and invoking additional conversations that expand on the topic. A fine example of his leadership occurred during an injury Root Cause Analysis investigation, which required a complete reorganization of a particular work space and process to reflect the team's new safety expectations.

Garza **coordinated the new layout and work safety rules**, the written procedure and Job Safety Analysis associated with working in the area. He also helped lead the discussion during the training session for the entire shop on the new safety requirements of the space.

“The entire group of electric shop employees has really changed their views on safety since Josh has taken a leading role in safety,” said Pete Hickling, supervisor of the Electric Shop.

Facilities Fast Facts

Approved budget of all active projects in design and construction phases totalled:

**\$1.109
billion**

On campus, Facilities Services maintains & cares for:

160 buildings
217 acres of land

We received more than:

56,000
work order requests
an average of more than 1,000 per week

We processed more than:

48,000 invoices

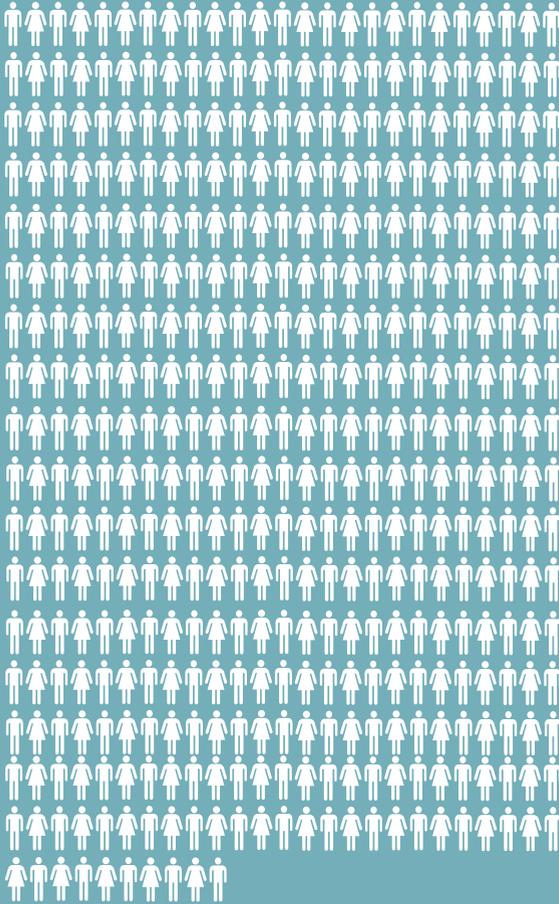
The cumulative value of all inventoried trees on campus is more than:

\$8million



351

employees



We managed:

375

active projects

Recycled a total of:

14,541

pounds
of electronic waste

We maintained:

2,600

undergraduate residence hall units

292

faculty-staff
housing units

1,308

graduate student housing units





THE UNIVERSITY OF CHICAGO

 **Facilities
Services**

Building and Maintaining Excellence