

# PIPELINE

## Facilities Management Transformation Project

Facilities Management is embarking on a six month process to identify ways we can become a more customer-focused organization. We will create a strategy to deliver our services in the most efficient manner possible – demonstrating our value to the customer. Our goal is to surpass customer expectations and recognize FM employee performance. We know accountability will be a key to our success.

### Why change now?

#### *Service provider of choice:*

We want to be our customers' first choice. Beginning July 1, 2006, every university department will be billed directly for their custodial, maintenance and energy services. Previously these costs were covered in central budgets. Departments will now be seeking additional bang for their buck. We need to demonstrate why FM is more cost-effective than an outside vendor.

#### *Leaders of the pack:*

President Bruininks challenged the University to transform itself into a top three global institution. That means FM's service must also be world class. FM is one of the leaders in this change.

### How do we get it done?

#### *Getting focused:*

Our first step is to tap into your knowledge. Over 140 FM employees, drawn from throughout our organization, will participate in focus groups in early December. They'll be asked to identify the issues/challenges/opportunities in FM and how to strengthen our organization.

#### *Who's at the wheel:*

The focus group feedback will be presented to the Transformation Project Steering Committee. The Steering Committee will use that feedback to help set charters for Action Teams and to guide the process. The Steering Committee is currently identifying members for the Action Teams.

#### *Steering Committee:*

- Linda Bjornberg, Director of University Services HR
- Bill Chose, Director of Maintenance and Operations
- Grant Clavelle, Director of Business & Application Support

- Brad Hoff, Property Services Coordinator
- Jerome Malmquist, Director of Energy Management
- Ruthann Manlet, Director of Building Services
- Steve Pauling, Manager, Zone 5
- Jenn Rowe, Communications Specialist
- Steve Spehn, Associate Vice President
- Rob Tunell, Manager, FM Call Center
- Sam Talbert, Manager, Zone 1
- Shari Zeise, Assistant Director of Finance

#### *Lights, Camera, Action:*

Action Teams will be drawn from throughout the organization. Starting in February and wrapping up in May, they will be meeting weekly and conducting research. They will be asked to contact our customers, partner organizations and vendors as well as other universities. The Action Teams will be the key to our success. The teams will receive support from subject matter experts The Friday Group and the FM Transformation Project Manger, Brad Hoff.

Four teams will be working on:

- Big Box - Determine core competencies, create roles and responsibilities, review organization design and structure, determine staffing complements and performance criteria
- Metrics & Methods - Assess opportunities for enhanced cost reductions and efficiencies, use of best practices and benchmarking

*...continued on page 3*

#### IN THIS ISSUE...

UMCal: new calendar system  
Schmidt supports CFD  
Reuse Warehouse provides  
bikes to Haiti  
FM Employees Recognized as  
Star Performers

FM champions MLAC air  
stability challenge  
BUD grants deadline extended  
Oct. & Nov. New Employees  
Years of Service Recognition  
The Back Page

## What's Going on in FM...

**Steve Spehn, Associate Vice President**



As we come to the end of another successful year in FM, I want to thank you for the excellent work you have done to keep the campus clean, safe, comfortable and beautiful.

As you know, we are busy working on the FM transformation project. I understand there are a lot of questions about what exactly this change means for our organization. You can read more about this project on the front page of this month's Pipeline. I will also be visiting staff meetings to discuss details of this important project with you. As always, I ask you to remember that it is the good work that you do each and every day that makes our organization a success. And, it will be your ideas and your work that will help us to realize our goal of becoming a more customer-focused organization.

As Vice President O'Brien mentioned at our summer staff meetings and

in the fall issue of the U Services Bulletin, you don't need to be on a major Task Force, Focus Group or Action Team to participate in the transformation. You can be a part of FM's transformation by:

- **Give your opinion!** Share your thoughts and ideas at staff meetings; submit them via the FM Web site at ([www.facm.umn.edu](http://www.facm.umn.edu)) and talk to members of the Steering Committee.
- **Keep up with FM news** by reading Pipeline every month, checking your e-mail regularly and attending staff meetings.
- **Asking questions** – talk with your co-workers and supervisor about ideas you might have for making FM a more efficient and customer-focused organization.
- **Come to work each day with energy and enthusiasm.**

- **Volunteer!** Opportunities to serve on committees, participate in focus groups, or other activities will arise throughout the year. Watch for information in Pipeline!
- **Be proud.** You are an important ambassador for the University. When you talk to friends and neighbors, let them know that the University is serious about change, and committed to being a good steward of State resources.

Once again, many thanks for work you do every day to support the mission of the University of Minnesota. I wish you a safe and happy holiday season!

## UMCal: Required change to new calendar system

President Bruininiks has said that as a result of strategic positioning, he wants the University to "be known as much for its service and business innovation as for its research, education, and outreach."

In December, FM and CPPM will take one step toward making the University work more effectively by changing our calendar system. We will be using UMCal, an on-line calendar system that will eventually be adopted across campus. For FM and CPPM, UMCal will replace the calendar function of GroupWise.

With UMCal, you will be able to do the same kind of scheduling that you now do in GroupWise: keeping track of your own meetings, inviting colleagues to meetings, and setting up times for conference rooms. In fact, you'll be able to invite University employees from

other units to meetings, and you'll be able to schedule conference rooms in buildings other than Donhowe, when that is more convenient.

By December 17, all of FM and CPPM should be using UMCal! Getting and using the UMCal is easy and required. You already have access, and should sign in and initialize your account as soon as possible. If you have problems during this process of initiating your account, call USIT at 625-1830.

1. You begin with a visit to (<https://www.umn.edu/validate>) to initialize your account.
2. Type in your Internet ID (sometimes called X.500 ID) and your Internet password.
3. From the "Other Accounts" section, select the link for "Calendar Account Options."

4. Click on the box to initialize your UMCal account, and click Submit.

You can now access your UMCal via the Web at (<https://umcal.umn.edu>). For information about how to use UMCal, visit ([www.umn.edu/umcal](http://www.umn.edu/umcal)) or call USIT at 625-1830.

This is the first of a two-phase process. The transition to UMCal is being managed by University Services Infrastructure Technology (including the former FM-IT work group). U Services IT is working the University Office of Information Technology on this project.

The second phase will include a migration to a new e-mail client on a schedule to be determined after January 1, 2006. Watch for information on the second phase in January.

## FM Transformation Project continued from front page...

- Three P's - Review policies, procedures and processes governing the planning, work reception and deployment, determine opportunities for streamlining and use of automation
- Moving Forward - Assess the corporate culture, identify opportunities for partnering with customers and other service providers, create the implementation/phase-in plan and identify human resources issues

The teams will generate and present recommendations to the Steering Committee in mid-May. After receiving the recommendations, the Steering Committee will select and prioritize initiatives, present them to the president and create an implementation plan.

### Watchful Eyes:

The Friday Group has worked with other universities undergoing this same transformation. Their five team members bring a wealth of experience and knowledge. FM will also be engaging an Expert Review Panel made of folks from the U and private sectors. This group will be asked to meet monthly to review Action Team progress and offer additional guidance.

### How can I participate?

There are several ways for you to participate in the transformation project. You can give ideas and feedback to the Focus Group and Action Team members. We have created a Web site at ([www.facm.umn.edu/transformation](http://www.facm.umn.edu/transformation)) where you can monitor the process and leave your suggestions - anonymously. Look for updates via e-mail and in the Pipeline and be prepared to discuss the project at quarterly listening sessions and open houses. Open Houses will be held during the week of January 30 to February 3, 2006.

### Questions?

If you have any questions, please contact Brad Hoff at 624-2420 or ([hoffb@facm.umn.edu](mailto:hoffb@facm.umn.edu)).

## Schmidt shaves half his mustache in support of the Community Fund Drive

If an award were to be given for the bravest and the most creative event to take place in support of the Community Fund Drive, Dennis Schmidt would be a top candidate.

Schmidt, a building services operations supervisor in Area B, shaved half of his mustache and beard in support of this year's campaign. His efforts, along with the contributions of many FM employees helped the Community Fund Drive to exceed its goal of raising more than \$1 million to help support social services, education, arts and health organizations in the Twin Cities.



**DENNIS SCHMIDT SHAVES HALF HIS 'STACHE FOR CHARITY!**

A special thanks to Marshall Skule, FM's Community Fund Drive team leader and to team members: Dana Staehnke, Michele Murray, Mickey Billings, Becky Hintz, Rick Friebe, Bob Kretchmer, and Ruthann Manlet. Your efforts are very much appreciated!

## Reuse Warehouse partners with customer to provide bikes to people in Haiti

*By: Donna Yang, FM Communications Intern*

Citizens in Haiti recently received approximately one hundred bikes from the Reuse Warehouse thanks to Ruben Joanem, a University of Minnesota language instructor, and Chris Hruza, coordinator of the Reuse Warehouse.

Every September, the Reuse Warehouse takes and repairs bicycles that are left behind by students and offers them for sale to the campus community and to the public. The month long bike sale is very popular with students as it provides them with affordable transportation. "Historically we sell around one hundred bikes and then have approximately one hundred left over," said Hruza. "The bikes that are left are usually those that require too much work or investment in parts to be affordable to college students."

On one of his many visits to the warehouse, Joanem, a native of Haiti,

asked Hruza what he did with the leftover bikes. Hruza explained that bikes not sold are broken down into component parts and then either recycled or land filled. He added that some of the bikes don't sell because it is cheaper to replace them with a new bike from a discount retailer. Joanem explained that Haiti does not have discount retailers, so the value of the broken down bike may be greater as it may be the only bike available. Joanem then shared his idea for donating the bikes to the Haiti Connection.

The Haiti Connection is a not-for-profit agency that provides low-cost supplies from the United States to the people in Haiti. This partnership is beneficial to the University of Minnesota because of the time and work saved by not having to separate the bikes into parts and the costs in disposing them. The Haiti Connection receives a bike that can be used by the citizens of Haiti.

# FM Employees Recognized as Star Performers

On Wednesday, October 26, University Services held its bi-annual University Services Forum. The forum brings together personnel from all areas of University Services including Auxiliary Services, University Health and Safety, Public Safety, Facilities Management and Capital Planning and Project Management to discuss issues concerning the university and to recognize University Services' employees for their excellent customer service, creative problem solving and commitment to the University of Minnesota by presenting them with the Star Performer Award.

This year, FM staffers: Karen Collins, Brikti Haile, Kirk Richardson, and the zone 5 electrician team made up of Doug Collins, Curt Mattila and Darrell Bergum, received the award. Other winners from University Services were Grant Anderson and Anthony Bettendorf from Housing and Residential Life, Leon Mott from University Dining Services, and the HOMES team from Housing and Residential Life made up of Mannix Clark, Jill Froehlich, Erin Reicks, Erling Kurtti, Donna Pietsch, Dough Pham, Joe Ceasar and Tom White.

Karen Collins, zone administrator, received the Star Performer Award for her reliable, enthusiastic customer service with a smile. Karen displays professionalism and a high level of responsibility, especially in emergency situations. She is dedicated, attentive and efficient in the way in which she interacts with customers, and her attitude, both personally and professionally, makes the Health Sciences zone a great place to work and visit at the University of Minnesota.

Brikti Haile, building and grounds worker, is recognized for exceeding

all criteria with her responsiveness, dependability, productivity and excellent quality work, all of the time. She is a consistently positive and energetic personality and is approachable and responds promptly and pleasantly to requests as they arise. Brikti anticipated the needs of her customers and initiates action before it becomes a concern or problem, making her a true asset to our organization.

Kirk Richardson, operations supervisor, receives this award for his extreme level of customer service, leadership, accountability and integrity. Kirk has been described by his customers as competent, conscientious and courteous and these qualities are reflected in the excellent work he provides. He illustrates strength and integrity in how he relates to others and the positive attitude towards his crew. He is a great

representative of the University community who takes pride in delivering a high level of service.

Zone 5 Electrician Team, made up of Doug Collins, Curt Mattila and Darrell Bergum, receives this award for their superior customer service, outstanding reliability, and being excellent stewards of the University. In a very time sensitive situation this



team was called upon to take the initiative and get the job done. They came up with several smart solutions to complete the job that was asked of them and did the work with a friendly attitude. Their professionalism, excellent leadership and commitment to being stewards of this University will no doubt drive us towards being one of the top universities in the world.

In addition to the four FM employees who received the Star Performer Award, Landcare and Waste Management received nominations for their teams and Mohamud Abdi, Tabith Afranji,

Mike Dulski, Joan Falkenberg, Getachew Fetene, Orin Hanson, Al Jablonske, Victoria Judkins, Michael Kelly, Norberty Kowalczyk, William Lee, Coronado Relopez, JoAn Russell, Steve Stumne, Valerie Stumne, Greg Tate, Robert Williams and Jeff Wolf received nominations from their bosses, colleagues and customers. Congratulations to all of our Star Performers!

## FM Team champions MLAC air stability challenge

By: Donna Yang, FM Communication Intern

Elmer L. Andersen, also known as The Minnesota Library Access Center (MLAC), is experiencing more air stability in the building thanks to a number of engineers, construction workers and system operators who have helped secure the trouble with the static pressure. There are thousands of valuable and historical Minnesota documents stored in Andersen Library. Several of these archives are kept underground in a cavern.

The library has a strict requirement for room temperature due to the historical assets. Because the library generates revenue, they expect their documents will be stored at a stable temperature. "It is important to keep the air in control or there could be potential damage to the archives," says Karen Haakonson, FM operations supervisor. MLAC had uneven calibration that affected the air pressure of the building; the pressure was under negative for years with difficulties in managing the cooling and humidity.

The mission to determine the balance in the temperature was discovered by Steven Wenner, a FM sheet metal worker, and Steven Gaida, a FM pipefitter. The two were actively involved with the project and preparation to control the atmosphere in the building and tested many theories to uncover the cause as



STEVE GAIDA, KAREN HAAKONSON AND STEVE WENNER ARE THE FM TEAM WHO CHAMPIONED THE MLAC AIR STABILITY CHALLENGE.

to why the pressure continued to be negative. Several methods were used such as: turning down drillers and shutting the fans. These experiments led to the discovery that the static pressure was irregular because the fans that blow air in and the fans that suck air out were off range. "There was always more cool air coming in, which affected the in balance of the static pressure. Too much was returning and there was not enough supply," says Steven Gaida.

To facilitate the problem, there were equipment upgrades made in an effort to improve the air pressure. Einhorn Yafee Prescott (EYP), an engineering firm, helped to create the HVAC modification for Andersen. There are two fans that blow air in, and once Steven Gaida and Steven Wenner turned off one fan, the pressure became positive. Dave Wandersee, a former FM pipefitter who is now retired, also played a major role in the project. These FM employees spent countless hours over the course of two years investigating the problem and working with different engineers and construction employees to even out the static pressure. "What we would do on the first floor affected the basement. It was a constant battle to keep the air steady and in control," says Steven Gaida.

Graphs are prepared to show the control of temperature and sent out to interested individuals. "The building was never built to meet the exact pressure, but we managed to find a way to stabilize the pressure," said Steven Wenner. Haakonson believes that it is easier to maintain the space and temperature on a regular basis now since the improvements were made. Thanks to the hard work of this committed FM crew, the library can worry less about the potential of damage to their archives because the air pressure is more appropriate and under control.

## Beautiful U Day Grants Deadline Extended to January 27

Beautiful U Day Grants are available to University student groups and departments. These grants are start-up funds for activities on or near Beautiful U Day. More than \$50,000 is available to fund projects that celebrate the University of Minnesota's beauty and commitment to sustainability. Projects may include clean-up or sustainability programs, art events, academic lectures or research.

In 2006, Beautiful U Day will include the entire State of Minnesota – all campuses of the University of Minnesota. Events are already being planned in Crookston, Duluth, Morris, Rochester, and the Twin Cities. Over the past eight years, Beautiful U Day has involved over 10,000 volunteers who have joined together to plant more than 80,000 flowering bulbs, removed 800 tons of unwanted materials from campus buildings, painted the Washington Avenue Bridge, explored ways to preserve and enhance the Sarita Wetlands, and countless other beautification efforts.

"The Beautiful U Day grants program helps to expand the scope of projects completed each spring, and engages a larger number of volunteers," says Lori-Anne Williams, Beautiful U Day coordinator. Student groups receive up to \$2000 for their projects. Departments receive up to \$3000, but must match the grants dollar-for-dollar.

Past grant projects have also included the installation of a "friendship bench" to celebrate tolerance and understanding; an academic symposium on the Mississippi River, a new public art piece in Boynton Health Services, a research project on green roofs, and more. Guidelines and applications for Beautiful U Day grants are available at ([www.buday.umn.edu](http://www.buday.umn.edu)).

# Oct. & Nov. New FM Employees

Jamal Abdishikur	B&G Worker	Adanech Meskala	Area B
Mark Andrews	Landcare	Hanna Meskala	Area C
Kevin Baer	Landcare	Elias Meskela	Area C
Wondimagegnehu Biabil	Area C	Mary Meyer	Construction
Crystal Black	Landcare	David Nelson	Landcare
Cody Bonk	Area D	Edna Norgard	B&G Worker
Thomas Davis	Construction	Eugene Osbeck	Construction
Valerie Davis	Construction	Mark Peterson	BSAC
Fikre Deressa	B&G Worker	Messan Quevi-Attakpla	Area C
Joshua Detzler	Landcare	Michael Rausch	Construction
Duad Djajasuprato	Area D	Adam Reich	Landcare
Douglas Doerfler	Construction	Josh Ridlon	Area A
Richard Dreyer	Area D	Kevin Ries	Landcare
Juanita Dyar	Area B	Daniel Rippl	Landcare
Jason Emerson	Landcare	William Rova	Construction
Sonya Ewert	Landcare	Alex Rydell	Area C
John Flynn	Area C	Tyler Salonek	Energy Mgmt
Edward Fortier	Zone 1	Kayla Sanborn	Purchasing
Brandon Foss	Construction	John Schmid	Area B
Austen Geist	Sign Shop	Henry Schovanec	Zone 1
Chester Grabowski	Zone 3	Alan Simmons	Construction
David Hackman	Construction	Megan Skaar	Landcare
Eric Hagen	Zone 1	Brandon Smith	Landcare
Matthew Hardie	Landcare	Dennis Startcher	Zone 5
James Hirschman	Construction	Peggy Talbot	InfoStaff
Steven Hoffman	Construction	Andrew Thibodeau	Landcare
John Hogan	Landcare	Ryan Tiffany	Records
Eric Houske	Construction	Yates Timmerman	Landcare
Matthew Kaiser	Landcare	Jose Tiongson	Area B
Jake Karp	Area C	John Tuckner	Area A
Amber Klatt	Landcare	David Valensky	B&G Worker
Timothy Lahti	Zone 5	Luke Vansistine	Area D
Shea Lavalier	Landcare	Todd Von Busch	Construction
Matthew Loeber	Construction	David Wahl	Zone 4
Handy Lu	Area D	Scot Walstrom	Zone 2
Mark Luckhardt	Landcare	Etty Westergaard	VPStaff
Jason McDonald	Area B	Brandon Wien	Energy Mgmt
Michael McGill	Zone 4	Abadir Yoya	B&G Worker
Thomas McGlade	Construction	Jared Zak	Landcare
Florencia Mende	B&G Worker		

# Years of Service Recognition

September, October & November 2005

## 5 Years

Donald Anderson, Kenneth Baker, Dina Butler-Peka, Donald Geheren, Theodore Haaf, Allan Jablonske, Twila Jensen, Darwin Johnson, Jeffrey Jungmann, Peter Nickel, Clifford Nord, Benjamin Ramirez, Marvina Sanders, Kevin Sontag, Harley Swarm Jr., Million Woldabzgi

## 10 Years

John Condon

## 15 Years

Kenneth Bigelow, Bonita Riveness

## 20 Years

Donald Filiowich, Wayne Gartner, Chantelle Swanson

## 25 Years

Rolston Browne, James Larson, Lawrence Ripp

## 30 Years

Dale Hamer, Michael Revier

## 40 Years

Jay Troupe

## FM says THANK YOU to:

Mike Bartlett, a plumber, retired in October after 26 years of service to the University.

Jim Klobe, an electrician, retired after 21 years of service to the University.

## WELCOME TO FM!

NEW BUILDING SERVICES EMPLOYEES PICTURED BACK ROW: BABU GUNGA, DAVID VALENSKY, JAMAL ABDISHIKUR, YARED TADESSE, JOSE TIONSON, JOHN TUCKNER, DAVID WAHL.

FRONT ROW: EDNA NORGDARD, JENNIFER SUDMEIER, JOANN DAVIS, FLORA MENDE, STEPHANIE BULEN



SAM TALBERT PRESENTS JIM WITH A PLAQUE THANKING HIM FOR 21 YEARS OF SERVICE.

# Mailbag



**TO:** Pete Fetzek, Zone 1  
**FROM:** Professor Will Hueston, Department of Veterinary Medicine

All too often we fail to recognize the wonderful support we receive that allows the University of Minnesota to achieve academic excellence and serve the people of Minnesota and the world.

I just want to recognize the quality work and pleasant disposition of Pete Fetzek, who erected some new shelves in my office. He was professional, friendly, and efficient. Thanks to Pete's handiwork, I will be better to carry out my responsibilities.

**TO:** Tom, Chad and Todd, Area D  
**FROM:** Teresa Bredahl, Chemical Engineering and Materials Science

Mr Eichstadt:

We have been meaning to write to let you know how helpful Tom, Chad and Todd were during the month of September. We had two big events in Amundson Hall, a welcome fest for our incoming graduate student and an all class reunion. Tom, Chad and Todd went out of their way to be extremely helpful. They made sure that the rooms that we were going to be using were clean and shiny before and after the events. They would check the bathrooms to make sure supplies were not needed and if they were they would refill as necessary. As we filled the garbage and recycling containers they would empty them and put in new bags (they were discreet about doing this). We really appreciate their extra effort. We just wanted to let you know that Tom, Chad and Todd deserve a pat on the back for a job well done.

**TO:** Tom Elton, Construction  
**FROM:** Morgan Kinross-Wright, Carlson School of Management

Tom,

My team and I wanted to write and thank you so much for getting our paint job done before school starts and making it so beautiful! We have been walking around the last couple of days marveling at how new and wonderful it looks—please pass along our thanks to Gloria and your crew.

Don't hesitate to stop by in a couple of weeks when we have our furniture in and our look completed. Thanks again, we really appreciate your willingness to get this done so well. Have a great day.

**TO:** Nancy Luer and crew, Dennis Schmidt and crew  
**FROM:** Department of Environmental Health and Safety monthly report

Good Work! Note from the DEHS monthly report:

"Fraser Hall roof leaked severely after a heavy rain storm causing plaster to fall from the ceiling and widespread flooding. Prompt response by housekeeping staff to extract water has prevented the need to remove carpeting and has minimized the need to remove other materials. Follow up mold testing shows that the carpeting is cleaner than before the event."

**TO:** Les Potts and the landcare crew  
**FROM:** Maggie Towle, Twin Cities Student Unions

As I mentioned to you a few weeks ago we had visitors here last August from various campuses attending a seminar regarding the Coffman renovation. There were people from Alaska, New York, Canada, etc. and they continually commented on how beautiful our campus was. I want to make sure you and your staff gets this great feedback. It's thanks to you and your staff that our campus is as beautiful as it is. Keep up the great work! It is noticed by all and I'm so proud to be a part of such a wonderful community that exhibits such beauty through the grounds and flowers, thanks to you and your staff!

## Mailbag

**TO:** Tom Ritzer, Jim Weber, Paul Kline and their crews  
**FROM:** Rebecca Krinke, Department of Landscape Architecture

I'm writing a brief note today to say how much I appreciate the expertise and hard work of Tom Ritzer, Jim Weber, and Paul Kline (and their crews) on the Rapson Hall west courtyard project. Tom is an excellent colleague and collaborator on all levels. The day that I shared my sketch plan for the ground cover plantings is a good example of your helpful and professional attitude. It was suggested that we take a look at the actual plants in the holding area. Once I saw how small the plants were, I knew I needed to make a detailed plan to show exactly where they would go, or the design would not be as successful... which I am sure Tom knew!

Jim and Paul have just been great with fertilizer research, irrigation work, pruning, etc., all to make the project as beautiful and successful as possible.

I feel very fortunate to have such attentive collaborators. Thanks for all of your ongoing support of the project.

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**TO:** Dennis Schmidt, Area B  
**FROM:** Anita Green, College of Education and Human Development

On behalf of all of us at SPS we would like to think you and your crew for the great job you are doing! We are all very impressed. Thanks again.

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**TO:** Dana Staehne, Dwight Solie, Andy Thompson, Matt Hefty, and Sara Parcels, Area C  
**FROM:** William Sullivan, Institute for Basic and Applied Research in Surry

I suspect you get lots of letters commending the Facilities Management/Building Services staff. Please add my letter of appreciation to the personnel files of Mr. Dwight Solie, Mr. Andy Thompson, Mr. Matt Hefty, and Ms. Sara Parcels for the outstanding job they did preparing Mayo Auditorium for the afternoon of September 16, 2005.

This past July, the Department of Surgery at the University of Minnesota lost a "much-loved" member of the Faculty, Dr. Clarence Dennis. It was Dr. Dennis' family's expressed desire to hold a service honoring his lifetime contributions to medicine filled with joy and celebration.

Visiting with you and your staff shortly before the event, I suggested that perhaps one or more attendees would "tear up" seeing how lovely Mayo Auditorium appeared. That was the case! Based on the hard work of Dwight who shined the brass handrails to a high luster; Andy and Matt who cleaned the floor and walls and hand cleaned the seats of the auditorium, and to Sara whose hard work cleaning the windows allowed a sun-splashed Minnesota fall afternoon to grace our event.

The University is fortunate to have long-tenured, thoughtful and hard-working employees who quietly work behind the scenes to make events such as this a great success.

Would you be kind enough to extend my gracious appreciation and thanks to your crew for a "job well done?" They are a wonderful reflection upon you and Facilities Management.

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The communications team welcomes story ideas and submissions, editorials, and feedback on the contents of this publication.

This publication can be made available in alternative formats for people with disabilities upon request. Please contact Aaron at 625-1522. This publication can be viewed online at ([www.facm.umn.edu](http://www.facm.umn.edu)).

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**FACILITIES  
MANAGEMENT**