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Cover: The new Campbell Sports Center was completed in Fiscal Year 2013. Right: The Morningside Heights campus in July 2013.



LETTER FROM THE EXECUTIVE VICE PRESIDENT



By almost any measure, this was another successful year for Columbia University Facilities. Using our extensive knowledge of the campus, our industry expertise, 24/7 services, and focus on operations, we continued to support the core educational and re- search mission of the University and the world-class excellence of our students, faculty, and staff.

In the pages that follow, you’ll read about our achievements by theme. They highlight the depth and breadth of our organization as we succeeded in FY13 in:

- **Revitalizing Our Campus** with the opening of the award-winning Campbell Sports Center, a state-of-the-art training and teaching environment for Columbia’s outdoor sports programs that is transforming the student-athlete experience;
- **Building for the Future** with the rising of steel for the Jerome L. Greene Science Center, the first building that’s part of the University’s new, environmentally sustainable urban campus in Manhattanville;

- **Leading the Way to a Greener Columbia** by installing and optimizing new and efficient energy infrastructure to power our academic and residential buildings, saving money while reducing greenhouse gas emissions;
- **Working Together to Keep Our Campus Safe** by coordinating the University’s strategic response when Hurricane Sandy struck our area, helping to ensure the safety and preservation of our com- munity and our campus;
- **Connecting Campus and Community** through establishing and maintaining community partnerships—including our long-standing support of minority-, women-owned, and local businesses—to improve lives and economic growth in Upper Manhattan; and
- **Enhancing the Client Experience** by implement- ing continuous organizational improvements, such as integrating our planning and capital project management functions, to better support our clients across the University community.

These and other accomplishments, of course, can only happen with an extraordinary team. When I reflect on all of the ways in which we help keep the University moving forward, I am acutely aware that our work couldn’t be possible without the talented professionals across our organization and throughout the community who care deeply about Columbia and demonstrate our values of pride, respect and integrity, communication, community, and excellence every day.

We take great pride in the strides we have made this past year to create a campus environment where our faculty, students, and administrative colleagues can thrive. With the commitment and trust of our University and community partners, we look forward to supporting your facilities needs and exceeding your expectations in the years ahead.

Joe Ienuso
Joe Ienuso
Executive Vice President

OUR ORGANIZATION

MISSION, VISION, AND VALUES

OUR MISSION

Columbia University Facilities supports the core educational and research mission of the University by maintaining a safe, beautiful, and functional campus environment.

Facilities is responsible for the safety, preservation, and maintenance of Columbia's real estate portfolio on and around the Morningside and Manhattanville campuses, the Baker Athletics Complex, and Nevis Laboratories. Facilities provides space planning; oversight of new building design and construction; renovation, repair, and restoration of existing spaces; operations and maintenance of buildings and grounds; management of the University apartment housing inventory; and campus public safety.

OUR VISION

As a valued partner of the Columbia academic community, we:

- + provide high value and quality;
- + deliver exceptional customer service; and
- + are respected stewards of Columbia's physical assets.

OUR VALUES

- + **Pride**: in the University, in Facilities, in each other
- + **Respect** and **Integrity**: with each other and in what we do
- + **Communication**: a top priority—deep, broad, and continuous
- + **Community**: making the University and our community a better place to learn, live, and work
- + **Excellence**: in all we do; anything we touch, we improve

Right: Midtown skyline from above the Campbell Sports Center



OUR ORGANIZATION

VALUE PROPOSITION

UNIVERSITY KNOWLEDGE

Facilities knows the campus inside and out. Whether you need a carpenter, an electrician, a locksmith, housing, lighting, painting, parking, pest control, plumbing, recycling, more space, public safety services, or any other facilities-related service, Facilities knows the campus infrastructure and policies to make sure your need is resolved—quickly, efficiently, and most importantly, correctly.

INDUSTRY LEADERSHIP

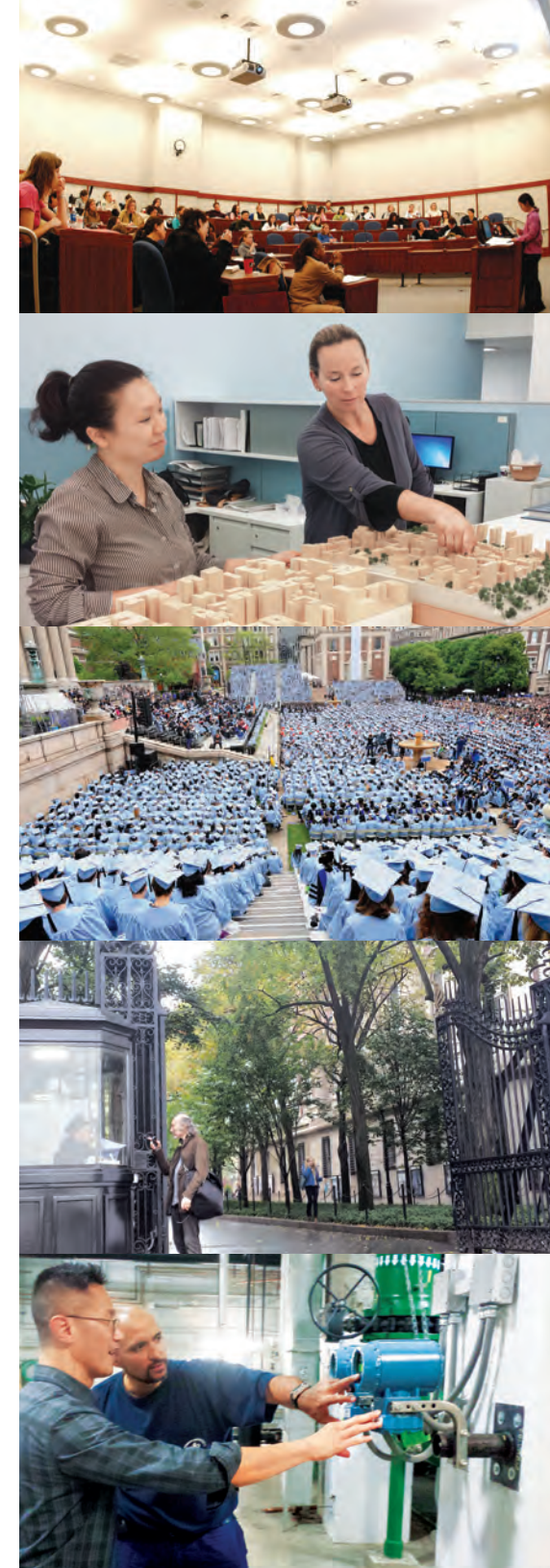
With experts in urban planning, architecture, engineering, operations, energy and environmental design, real estate, public safety, and more, Facilities boasts some of the best professionals in their respective fields. When you work with Facilities, you are working with award-winning industry leaders who are committed to the highest standards of quality and performance.

24/7 SERVICES

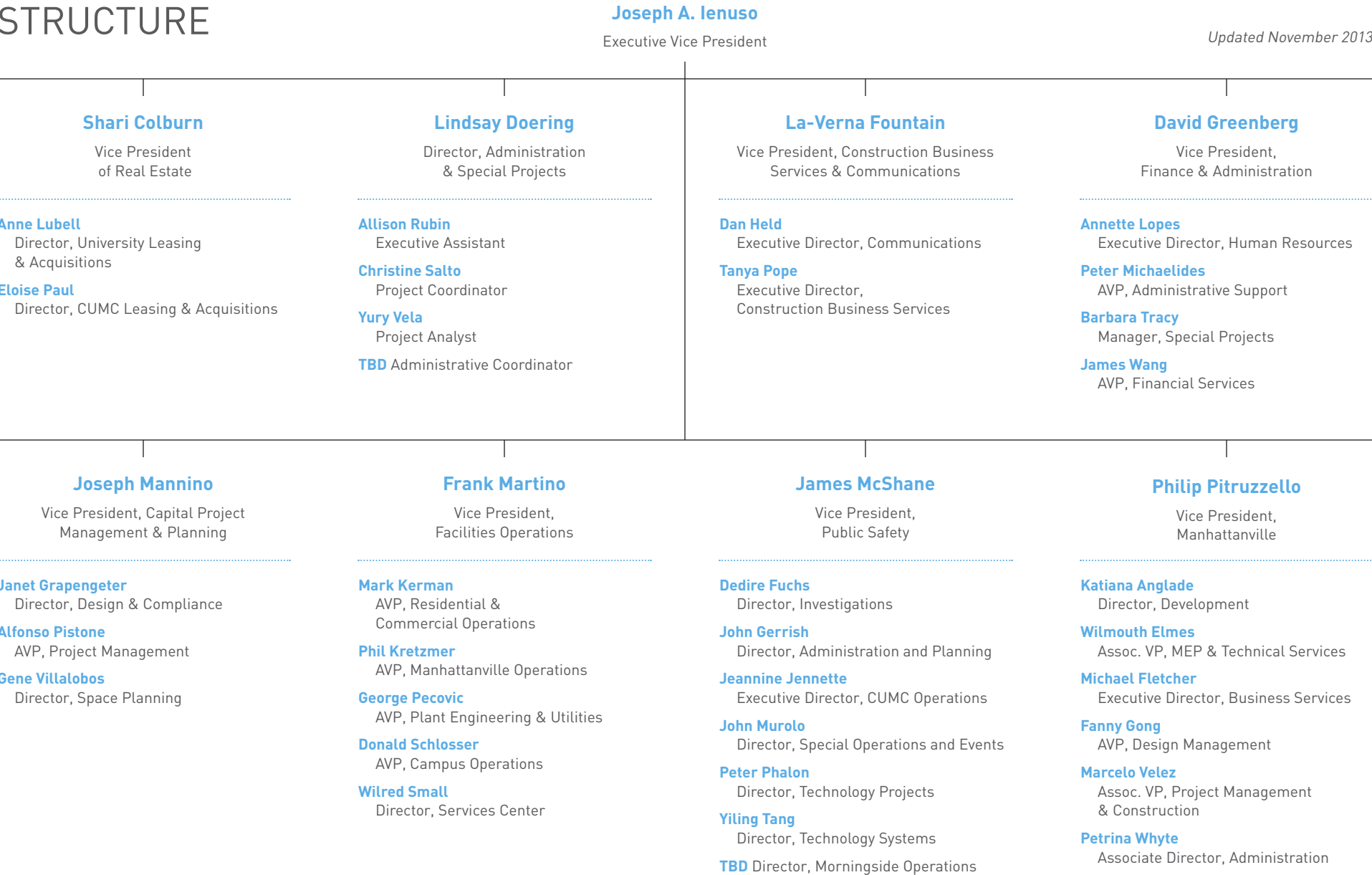
Facilities works around the clock to support the University. Our Facilities Services Center and Public Safety Operations Centers are staffed 24 hours a day, seven days a week. Many of our operations and public safety personnel work through the night so our campus is beautiful, functional, and safe when you arrive in the morning. Whenever or wherever you need us, Facilities is there to meet your needs.

EFFICIENT OPERATIONS

With more than 1,200 employees in seven different departments and nearly \$600 million in operating and capital spend last year, Facilities is the largest administrative department at Columbia. From buying bulk materials through long-term contracts, to centralizing our service offerings, to integrating our project management process, we strategically leverage our size and scope to gain efficiencies in operations.



OUR ORGANIZATION
STRUCTURE



MAKING COLUMBIA WORK

+ We operate our Facilities Services Center **24** hours a day, **7** days a week and successfully completed a total of **71,047** service requests this past year, including support of **6,000** on-campus events.

+ We completed **\$29 million** in academic projects and **\$32 million** in residential properties as part of our annual State of Good Repair (SOGR) plan.

COMMITMENT TO COMMUNITY

+ We have a strong commitment to working with minority, women-owned, and local (MWL) businesses. During the past four fiscal years, nearly one-third of our contracts for construction, repair, and maintenance—**\$308 million** worth—went to MWL firms.

+ We have provided more than **200** updates to the community through meetings, updates, and information sessions open to the general public.

SUSTAINABILITY

+ We have **10** projects that are currently LEED certified, the nationally accepted benchmark for design, construction, and operation of high-performance green buildings.

+ We have reduced greenhouse emissions by **13.2 %** since FY 2006.

SECURING THE CAMPUS

+ We operate our Public Safety Operations Centers **24** hours a day, **7** days a week and have more than **150** uniformed officers and supervisors. We have been nationally recognized as one of the safest urban schools in the United States.

The new Campbell Sports Center allows students to both study and practice at the Baker Athletics Complex, supporting the overall growth of the student-athlete.



Top: New chillers increase efficiency at the University's physical plant. Bottom: Mayor Michael R. Bloomberg and Columbia University President Lee C. Bollinger announced the creation of a new Institute for Data Sciences and Engineering.

REVITALIZING OUR CAMPUS

In FY13, Facilities restored and renewed aging facilities while providing state-of-the-art amenities in support of the University community's continuing world-class excellence. The opening of the **Campbell Sports Center**, the cornerstone of a revitalized Baker Athletics Complex, offers student-athletes and coaches what they need to achieve excellence. Campbell's state-of-the-art training and learning facilities for Columbia's outdoor sports programs include a multimedia theater-style classroom, a strength and conditioning center, a new student-athlete lounge, and a hospitality pavilion. Designed by Columbia faculty member and 2012 **AIA Gold Medal**-winner **Steven Holl**, the new 48,000-square-foot building has received several awards for its **architecture** and **energy efficiency**, including the Municipal Art Society's coveted **MAStersworks Award** for Best New Building.

The sports center is not the only new amenity at the Athletics Complex. On the waterfront adjacent to Inwood Hill Park, the completion of Muscota

"The Campbell Sports Center will transform the student-athlete experience."

—Dr. M. Dianne Murphy, Director of Intercollegiate Athletics and Physical Education

Marsh, designed by James Corner Field Operations (lead designers of New York City's High Line), creates new public access and amenities along the Harlem River and restores and extends the area's native marshland. The project's extensive wetland restoration reintroduces salt marsh and freshwater zones containing a diverse palette of native plants and was honored with a **design award** from New York City's Public Design Commission.

Designing and building modern facilities where students, faculty, and staff can thrive and learn is essential to the core teaching and research missions of the University. More than 50,000 square feet in Mudd Hall and the Northwest Corner Building are being transformed into new laboratories and offices in connection with the University's **Institute for Data Sciences and Engineering**. These spaces provide faculty at the School of Engineering and Applied Science new opportunities in a multidisciplinary environment that focus on key areas of our increasingly data-driven society. Design and

Opposite page, top: The Brown Institute for Media Innovation will provide Columbia Journalism School with a state-of-the-art newsroom to experiment with new technologies and create innovative content and delivery formats. Bottom: Students from P.S. 52 in Inwood participate in a service learning project at the new Muscota Marsh, which offers public access to the waterfront and restores the area’s native marshland.

demolition for the renovation of 4,000 gross square feet at Pulitzer Hall for the **Brown Institute for Media Innovation** will create a highly visible signature space at **Columbia Journalism School** to inspire and support innovations in media with the potential to inform and entertain in transformative ways. Classroom upgrades at Jerome Greene Hall—featuring new mechanical, electrical, and controls systems, new lighting, finishes, furniture, and state-of-the-art media systems—help provide Columbia Law School with the facilities it needs to remain at the forefront of legal education.

Creating spaces that foster collaboration is central to supporting the University’s academic promise. Transforming a former library in Fairchild Hall created shared academic space with advanced technology for the Department of Biology and the School of Continuing Education. Upgrades to the existing data center created an enhanced, shared research computing facility to better support NIH-funded research groups. Renovations at Pupin

Hall will pave the way for the creation of a Theory and Data Analysis Center, providing open interaction spaces dedicated to the study of theoretical physics. And construction is set to begin on the conversion of 301 Philosophy Hall into a graduate student center with a lounge, conference area, café, and meeting space to provide **GSAS** students with space to come together and experience interdisciplinary education.

Preserving the historic character of the campus and surrounding community is an important component of these and of all Facilities projects. The full interior renovation of 619–623 West 113th Street, a former convent, into a **Special Interest Community** (SIC) House offers undergraduate students an environment to explore and cultivate common interests by connecting with faculty, administrators, alumni, and community leaders. At the Sheffield, a new building located at 51 Audubon Avenue and 168th Street, the University incorporated materials from the 100-plus-year-

old terracotta façade of the original building—the former milk distribution Sheffield Farms Stable—into the façade of the new building, which houses 32,000 square feet of administrative and research space for the Medical Center.

Satisfying the varied space needs of the University community sometimes requires lease agreements with third-party property owners, and this year Facilities negotiated and executed a diverse range of real estate lease transactions, including midtown Manhattan space for the Columbia Journalism Review and **Columbia Business School** (for which Facilities will also design and construct offices and other support space), as well as agreements for rehearsal and performance venues throughout New York City for the Theatre Department.



REVITALIZING OUR CAMPUS
FAST FACTS

- + **\$284 million** in construction and renovation projects spanning more than **892** projects across all campuses
- + **\$9 million** of exterior and historic preservation projects on campus and in the community
- + **228** leases maintained, which includes **600,000** rentable square feet (RSF) of leased space as a tenant and **325,000** RSF of space under management as a landlord
- + **57** new space planning efforts across our campuses
- + **\$29 million** in academic projects and **\$32 million** in residential projects as part of our annual State of Good Repair (SOGR) plan
- + **\$3 million** in technology funds for SOGR

BUILDING FOR THE FUTURE

In FY13, Columbia's new **Manhattanville campus** began to rise—literally—with the erection of steel for the Jerome L. Greene Science Center. The nine-story, 450,000-square-foot building, designed by renowned architect Renzo Piano, will be home to Columbia's **Mortimer B. Zuckerman Mind Brain Behavior Institute** and feature state-of-the-art research and teaching facilities, a screening center for local residents with neurological disorders, and an education center. Construction activities included steel framing, metal deck installation, concrete placement for the lower floors of the building, and steel erection.

The design of several other buildings in the first phase of the new campus were significantly advanced this year. The Lenfest Center for the Arts, also designed by Piano, will showcase the creative work of Columbia artists in film, theatre, visual arts, and writing, and will house the **Miriam and Ira B. Wallach Gallery** and the Katharina Otto-Bernstein Film Screening Room. An Academic

Conference Center will be a hub for fostering collaboration across Columbia's campuses with its 430-seat auditorium and state-of-the-art seminar and meetings rooms. The Columbia Business School's Henry R. Kravis Building and the Ronald O. Perelman Center for Business Innovation, designed by New York architects **Diller Scofidio + Renfro** in collaboration with **FXFOWLE** and Harlem-based, certified Minority Business Enterprise **AARRIS ATEPA Architects**, will reflect the fast-paced, high-tech, and highly social character of business in the 21st century.

This year also saw significant progress on management agreements and infrastructure construction that will support the new campus. Employing a "top-down" construction process, which enables simultaneous erection of steel and subbasement excavation, the first phase of the Slurry Wall and Foundation project, comprising the structural support system for the Jerome L. Greene Science Center, the central energy plant, and the

Lenfest Center for the Arts, was completed. This first phase involved the installation of 67 slurry wall panels, 90 drilled shafts, and six load-bearing elements. An additional 98 slurry wall panels were installed for the second phase of the project, which will consist of a total of 117 slurry wall panels around the first two blocks of Manhattanville.

Construction preparation required the additional abatement and demolition of vacant, University-owned buildings. This year, eight buildings were abated and demolished with approximately 95 percent of the construction debris recycled. A Project Labor Agreement (PLA) between the Building and Construction Trades Council of Greater New York and the construction management firms that work on Columbia's Manhattanville campus development was finalized, with an emphasis on maintaining a diverse workforce at the project site and providing training opportunities for qualified local community residents. And the selection of a construction

"Manhattanville serves as a model for urban development in a changing world."

—Philip Pitruzzello, Vice President for Manhattanville Development

manager for the **Columbia Business School** buildings was also initiated this year.

On the heels of earning **LEED-ND Platinum** status for its overall Manhattanville campus plan, the University continued to utilize best practices in environmentally sustainable construction and design. Partnerships with community and environmental groups such as the **Environmental Defense Fund** helped to successfully implement a clean construction program that addresses air quality, noise, vibration, integrated pest management, communication, and education. Becoming a charter participant in the New York Building Foundation's **Construction for a Livable City** (CLC) program facilitated worksite management practices to reduce the impact of construction on the surrounding neighborhood. Conducting a survey of the travel patterns of the University community helped inform future planning to best meet transportation needs in an effective and environment-friendly way. Coupled

Rendering of the new Manhattanville campus from 125th Street looking north toward Lenfest Center for the Arts (center) and Jerome L. Greene Science Center (right)



with a comprehensive and innovative safety program that is the first in New York City to install safety netting to further protect workers during steel erection, the Manhattanville construction site now serves as a model for clean construction and construction safety.



Top: Manhattanville campus construction site aerial view looking northeast with steel erection of Jerome L. Greene Science Center (center) and slurry wall panel installation around the perimeter of the site. Bottom: An innovative wheel washing system cleans truck tires and undercarriages with high volumes of recycled water, removing sediment before vehicles leave the construction site to minimize dust in the air.

BUILDING FOR THE FUTURE
FAST FACTS

- + **8** buildings abated and demolished bringing the total number to **43**
- + **95%** construction debris recycling rate
- + **9.9 million** gallons—estimated reduced flow to the local wastewater treatment plant as a result of new sewer installations
- + **98** of 117 slurry wall panels installed
- + **75** bid packages issued for the Jerome L. Greene Science Center and central energy plant
- + **9,000** soil truckloads removed from the site from project start
- + **236** peak daily average construction field personnel on site
- + **10,000** responses to University travel survey

LEADING THE WAY TO
A GREENER COLUMBIA

As a **PlaNYC Carbon Challenge** Partner, Columbia committed to reduce greenhouse gases 30 percent by 2017. In support of this goal, and to further the University’s long-standing commitment to responsible environmental stewardship, Facilities is spearheading efforts to save energy and money while improving the quality of life on campus and in our surrounding community. In FY13, buoyed by Facilities-led energy savings projects across campus, the University continued to reduce greenhouse gas emissions for a total reduction of 13.2 percent compared to baseline year levels.

The installation of new, ultra-efficient chillers produces chilled water up to 30 percent more efficiently, reducing the consumption of fossil fuels, greenhouse gas emissions, and energy costs. A sophisticated monitoring system allows Facilities to see consumption and performance metrics in real time and make necessary changes on demand—which will reduce electricity usage by 3.5 million kilowatt hours a year and save more than \$700,000

a year in energy costs. Upgrades to the steam system included replacing #6 heating oil with cleaner burning #2 oil along with better controls, metering, and components. The conversion of residential buildings from oil use to natural gas continued this year, with an additional 20 buildings switching to the cleaner energy source. More than 70 buildings in the residential portfolio are now converted to natural gas.

Facilities’ **Clean + Go Green** program, which encourages the University community to recycle and reuse furniture, electronics, computers, books, and a host of other items, continued to grow. In FY13, the program collected approximately 12 tons of cardboard, 16 tons of bulk waste, 6 tons of metal, and 60 cubic yard containers of toner cartridges. In addition, 12 boxes of printers, monitors, laptops, and additional computer parts were shipped to recycling facilities. The University also partnered with the **NYC Department of Sanitation** on a SAFE (Solvents, Automotive, Flammables, Electronics)

Of the **236 colleges and universities** that have earned a **STARS** rating, only **43—or 18.2 percent—have achieved gold.**

Disposal event, attended by nearly 1,200 NYC residents, that collected large quantities of harmful household products, electronics, medications, and mobile phones for recycling and safe disposal. This type of wise stewardship pervades many other Facilities activities. The transition to a hybrid Public Safety patrol fleet has reduced fuel consumption by 37 percent. And at this year’s Bike to Campus Days, 81 bikers from the campus community registered and were given free tune-ups showing Public Safety’s support for the ever-increasing number of students, faculty, and staff who commute to campus in this healthy, economical, fun, and environmentally friendly way. The installation of four electric vehicle recharging stations in University garages, with the help of a grant from the **New York State Energy Research and Development Authority** (NYSERDA), offers commuters with electric cars easy plug-in charging.



These sustainable efforts are not going unnoticed. For the past two years, Columbia was named to the Green College Honor Roll, receiving the highest possible score as part of the **Princeton Review's Green Ratings**, which looks at the sustainability-related practice of colleges. In December 2012, Columbia **merited a gold rating from STARS**, a well-known and respected sustainability tracking, assessment, and rating system specifically for institutions of higher education in the United States and Canada. Of the 236 colleges and universities that have earned a STARS rating, only 43—or 18.2 percent—have achieved gold. The University has also received \$5.5 million in grants and incentives to fund various energy initiatives, including nearly \$1 million for the Manhattanville campus central energy plant and nearly **\$500,000 from Con Edison** for the Chilled Water Optimization Project.

Left: Facilities Operations receives a \$469,000 check from Con Edison's Green Team toward energy-efficient upgrades to the University's water-chilling system, which will save more than \$700,000 a year in energy costs. Right: The installation of electric vehicle recharging stations in University garages offers commuters with electric cars easy plug-in charging. Opposite: Bikers received free tune-ups, discounted locks, and bike safety information during Public Safety's Bike to Campus Days as part of creating a more bike-friendly campus.



LEADING THE WAY TO A GREENER COLUMBIA FAST FACTS

- + **13.2%** total reduction in greenhouse gas emissions compared to baseline year levels
- + **81** bike registrations and free tune-ups during Bike to Campus Days
- + **\$700,000** savings and **3.5 million** kilowatt-hour reduction in energy usage as a result of chiller optimization program
- + **\$5.5 million** received in grants and incentives to fund various energy initiatives
- + **20** residential buildings converted from oil to cleaner natural gas
- + **34** tons of items recycled and reused at Clean + Go Green events
- + **37%** reduction in fuel used since converting to an all-hybrid patrol fleet

WORKING TOGETHER TO KEEP OUR CAMPUS SAFE

Maintaining an open and secure campus environment requires the support of the entire University community, and FY13 was an especially strong year for engaging Columbia students, faculty, and staff in the business of public safety.

An increasing number of members of the University community participated in Public Safety’s crime prevention programs, which included 117 crime prevention seminars, 8 self-defense seminars, and 4 security awareness days. Thousands of Columbia faculty, staff, and students took advantage of programs such as **Operation ID** (1503 registrations), **PC/Mac PhoneHome** (6,079 downloads), and bicycle registration (81 registrations), all of which help deter theft or reunite owners with lost or stolen property. Through their widespread notification systems, Public Safety also issued 30 alerts to the campus community—playing a critical role in apprehending suspects of crimes perpetrated on campus.

Vigilance on campus was especially evident at

this year’s Department of Public Safety’s annual Promotion, Awards, and Recognition Ceremony, where Residential Operations employees Francisco Burgos and Hector Gorritz were honored for helping to stop a robbery in the community by alerting the proper authorities. The ceremony also recognized 28 Public Safety employees for perfect attendance, highlighted by Security Officer Jaime Rodriguez’s nine years without absence and a standing ovation for Security Officer Michael Layne’s record of not missing a day of work protecting the campus for 12 years and counting.

Working collaboratively with our neighborhood partners is an important component of safe-guarding our campus. This year, nine additional local businesses signed up to be **Safe Havens**, bringing the total number of local businesses that display the distinctive red lion and pledge to assist Columbia affiliates in distress to 147. Public Safety also worked with local **NYPD** precincts to provide Active Shooter Preparedness training to

“By adhering to our principles of pride, professionalism, and service, these individuals have gone above the call of duty to make our campus safer.”

—James McShane, Vice President for Public Safety

Columbia staff as part of its continuing Executive Development Seminar series. Public Safety also introduced a monthly “Firestat” meeting to bring together campus stakeholders in a collaborative effort to address and reduce the number of false fire alarms on campus.

When Hurricane Sandy struck the New York City area in October, Facilities and other essential University employees rushed to campus to ensure its safety and preservation. The night before the storm, the **Emergency Management Operations Team** (EMOT) convened to serve as the central team responsible for keeping the Columbia community informed and for implementing a coordinated emergency response strategy. Before the storm arrived, Facilities secured all of Columbia’s buildings and project sites, including taking down all construction cranes. “We started preparing well in advance and were able to respond effectively to situations throughout the storm and minimize damage to our campus,” said Joe Ienuso, executive

WORKING TOGETHER TO KEEP OUR CAMPUS SAFE

FAST FACTS

- + 117 crime prevention seminars
- + 8 self-defense seminars
- + 4 security awareness days
- + Thousands of members of the community took advantage of programs such as Operation ID, PC/Mac PhoneHome, bicycle registration, and auto VIN etching
- + 30 public safety alerts issued to the campus community
- + 9 additional local businesses signed up to be Safe Havens bringing the total number to 147
- + 24/7 uniformed presence at the recently enhanced Baker Athletics Complex



vice president of Columbia University Facilities and chairman of EMOT. “Our investment in preparation and precautionary measures truly paid off.”

To further prepare Columbia employees on what to do in case of a broad range of emergencies that may occur on campus—from a fire to an active shooter situation to severe weather and more—this year Public Safety issued **Emergency Response Protocols for Faculty and Staff**. Two campus specific versions of this publication were created, one for the Morningside/Manhattanville campus and one for the **Medical Center**. Another valuable safety and security resource, Public Safety’s **Annual Security and Fire Safety Report**, containing important information about crime prevention programs, fire safety procedures, and other resources, was distributed widely to the campus community.



Top: Honorees at this year’s Department of Public Safety annual Promotion, Awards, and Recognition Ceremony, where University employees were recognized for helping to keep our campus safe. Bottom left: Public Safety crime prevention programs such as Operation ID help recover lost or stolen property such as this student’s MacBook Pro. Bottom right: 147 neighborhood businesses are now “Safe Havens” that pledge to assist Columbia affiliates in distress.

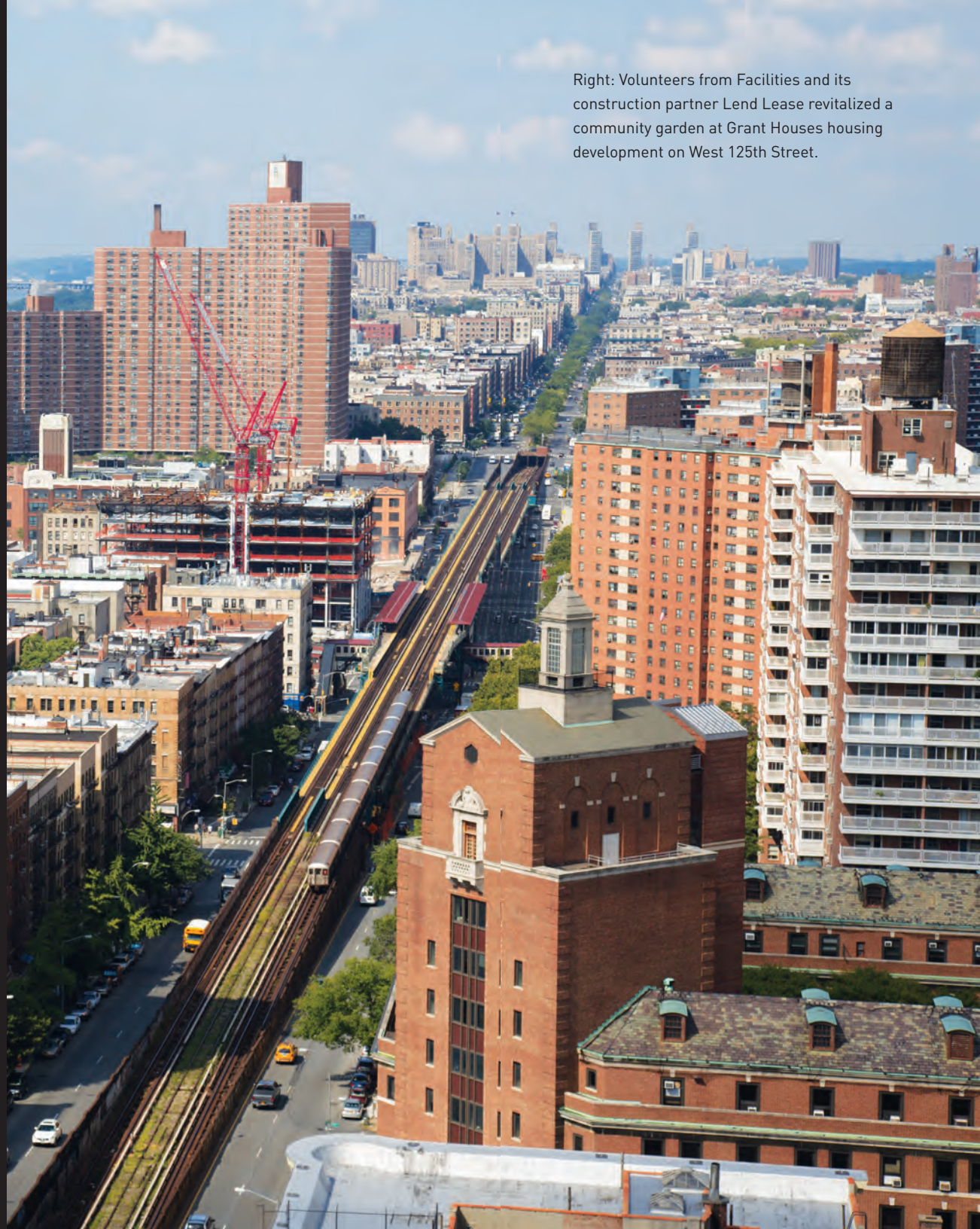
CONNECTING CAMPUS AND COMMUNITY

In FY 2013, Facilities, Columbia's largest administrative department with more than 1,200 employees, generated \$315 million in operations spending and \$284 million in capital spending. We believe in investing these resources wisely in the community in which we live and work.

In connection with the University's long-standing commitment to the minority, women, and local (MWL) business and workforce community, in FY13, Facilities spent more than \$80 million with MWL firms, representing 30 percent of total construction, maintenance, and repair spend, and employed a 47 percent MWL construction workforce of the total workforce hours.

With guidance from the University's MWL Construction Advisory Council, Facilities continued to create innovative ways to help MWL businesses and individuals grow. In May 2013, the **Columbia University/Corporate Alliance Program MWL Construction Trades Management Certificate/Mentorship Program** graduated 19 firms from its

fourth cohort, bringing the total number of firms to 86 that have graduated and garnered nearly \$100 million in construction trades work with the city and Columbia. This year the program grew from broad construction skills training to include a focus on building capacity; participants in cohort five were trained and offered opportunities in construction that complies with the **Americans with Disabilities Act** (ADA), which provides them with new skills and helps foster a more accessible campus environment. Facilities staff continue to serve as leaders in the MWL community, involved in such activities as cohosting a local radio program focusing on minority- and women-owned business enterprises and chairing industry organizations such as the Mayor's Commission on Minority and Women's Business Enterprises and **Nontraditional Employment for Women** (NEW). And in August 2012, Facilities sponsored a job fair for MWL union construction workers at the **Riverbank State Park Cultural Center**, where more than 250 job seekers



Right: Volunteers from Facilities and its construction partner Lend Lease revitalized a community garden at Grant Houses housing development on West 125th Street.



had opportunities to meet contractors working on University construction projects.

By creating and supporting innovative community partnerships, Facilities expands the pool of capable contractors who can compete for opportunities at the University, resulting in higher quality and better value for our clients.

Construction activity inherently involves noise and other temporary inconveniences, and members of the community naturally want to know what is being done and how they will be affected. Facilities conducts extensive community outreach that includes sending updates—more than 200 in FY 2013—about upcoming construction activities and hosting public meetings for the University and local community, such as an April 2013 open house information session cohosted by **Community Board 9** about the University's Manhattanville campus development.

Facilities-led University-community partnerships are improving the quality of life in Upper

Manhattan. In September 2012, volunteers from Facilities and construction partner **Lend Lease** revitalized a community garden at **Grant Houses** housing development on West 125th Street. The site, selected in cooperation with the **West Harlem Local Development Corporation**, now provides an open green area for residents. In April 2013, Facilities Residential Operations held its annual Spring Get Together and raised more than \$4,600 for **Columbia Community Service** to support small, local, nonprofit organizations that assist families, schools, and businesses in Upper Manhattan. In June 2013, students from P.S. 52 in Inwood participated in a service learning project at the new Muscota Marsh at the **Baker Athletics Complex**, where they learned about the history and environmental benefits of marshland in the community. And 15 students from local high schools participated in a five-week paid summer internship program, working throughout Facilities and across the University in a range of positions.



Top: The Columbia University/Corporate Alliance Program MWL Construction Trades Management Certificate/Mentorship Program graduated 19 firms from its fourth cohort. Bottom: Community residents learned about construction activities at the Manhattanville campus development and opportunities for minority, women, and local businesses and individuals at an open house hosted by Facilities and Manhattan Community Board 9.

CONNECTING CAMPUS AND COMMUNITY FAST FACTS

- + **\$80 million** spent with MWL firms, representing more than **30%** of total construction, maintenance, and repair spend
- + **47%** MWL construction workforce
- + **200** updates and newsletters sent to local community regarding construction activity
- + **15** students from local high schools participated in a five-week paid summer internship program, working throughout Facilities and across the University in a range of positions.
- + **19** firms graduated from the Columbia University/Corporate Alliance Program MWL Construction Trades Management Certificate/Mentorship Program, bringing the total number of firms to 86 that have graduated and garnered nearly \$100 million in construction trades work with the city and Columbia.

CONNECTING CAMPUS AND COMMUNITY NEIGHBORHOOD RETAIL SPOTLIGHT

Facilities' long-term retail strategy favors small, local businesses to help create a lively, energetic neighborhood. This year, management of the commercial retail portfolio included creating standardized measurements for all commercial spaces, updating and enhancing leasing forms, and working with tenants on Broadway and Amsterdam Avenue to enter into renewals that, in many instances, incorporated plans to improve and upgrade their respective spaces.

Jude & Me Salon
Lease Renewal and Planned Cosmetic Upgrade
Jude & Me, a hair salon at 601 West 112th Street, between Broadway and Riverside Drive, is a woman-owned business and has served our neighborhood for more than six years.

Mondel Chocolates
Lease Renewal
Mondel Chocolates, a small, local, husband-and-wife-owned chocolate shop, has been part of the Columbia community for more than 50 years.

Amir's
Renovations and Expanded Menu
This small, Mediterranean restaurant has served the University community on Broadway since 1988.

Joe Coffee
Renewed Term of Occupancy
This popular café in the Northwest Corner Building will continue to serve as a focal point of the community, serving its fabulous coffee and light fare in an inviting space.

Dig Inn Seasonal Market
New Food Establishment
Dig Inn, a grab-and-go food establishment, will be located at 2884 Broadway (between Oren's Daily Roast and Amigos). Dig Inn focuses on sourcing ingredients from local, sustainable farms and creating delicious, nutritionally balanced, healthful meals that are prepared from scratch. It will offer a self-service format with both take-out and seating options.



ENHANCING THE CLIENT EXPERIENCE

Facilities staff provide daily services from recycling to event setup to building maintenance and much more. We deliver customer service dedicated to making the overall client experience exceptional. In FY13, as part of our continuous improvement program, numerous systems and processes were put into place that enhance the services we provide to our clients across campus.

The effective management of nearly 300 buildings and 15 million gross square feet across our campuses requires not only the 24/7 work of our dedicated staff but also advanced IT tools and systems that help control expenditures, reduce complexity, and manage risk. New management software enables the tracking of condition assessments, preventative maintenance requirements, equipment inventories, and multiyear capital planning. A new code compliance tracking system facilitates more efficient administration of critical compliance issues such as violations, hearings, and fines. To effectively leverage **ARC**, the

University’s new web-based financial system, major Facilities’ IT systems were retrofitted for integrated functionality, and more than 260 employees were trained and assigned with new security access roles.

In this information age, providing our clients with simple, easy ways to request and receive services is necessary to support the various needs of the University community. A new **online housing registry** offers University affiliates a user-friendly way to search for rooms, roommates, and apartments in non-Columbia-managed buildings and to list and find available sublets in University-managed buildings. Upgrading the **event request process** to an online system offers clients an easy way to request facilities services for on-campus events such as special event clean-up, furniture rental, and labor services.

The bidding and awarding of construction contracts also play a critical role in enhancing the client experience. The competitive selections

of a construction manager for the new **Columbia Business School** in Manhattanville, a demand side management company for University Operations, and a design engineering firm for a new cogeneration plant are just a few examples of the multimillion dollar contracts that deliver higher quality and better value for our clients.

Rounding out efforts to enhance the client experience is this year’s integration of Facilities’ Planning and Capital Project Management departments along with the creation of a more centralized space information function. These organizational changes have enabled earlier and more collaborative planning throughout the capital project management process, from project origination to definition, feasibility analysis, design, construction, commissioning, and operation to better support the core educational and research mission of the University.

“The client experience is the sum total of the interactions a client has with Facilities’ products, people, and processes. It starts at the moment when someone from the Columbia community needs Facilities services to the moment when they receive that service—and beyond.”

—Joe Ienuso, Executive Vice President of Facilities

ENHANCING THE CLIENT EXPERIENCE FAST FACTS

- + **40,000** invoices processed, totaling more than **\$366 million**
- + **12,882** invoices totaling **\$19.6 million** processed through vendor direct payment system (VPAY) that speeds vendor payments
- + **550** users now manage more than **1,300** projects in Facilities’ project management system.
- + **3,155** CUF-IT helpdesk request tickets completed with an average completion response time of **4.8** hours per ticket
- + **70,818** service requests managed via the MP2 Work Order System, which resulted in **\$17.1 million** billable work orders
- + **8,000** tenants and revenue collections of **\$132.5 million** managed through the Residential Tenant Management System
- + **1,850** purchase orders and associated change orders totaling approximately **\$470 million** processed
- + **140** events supported during Commencement Week, highlighted by University Commencement, where more than **14,000** graduates from **18** of Columbia’s schools and affiliates were awarded degrees



Top: Facilities supported more than 140 events during Commencement Week, highlighted by University Commencement, where more than 14,000 graduates from 18 of Columbia’s schools and affiliates were awarded degrees. Left: A new online housing registry offers University affiliates a user-friendly way to search for rooms, roommates, and apartments in non-Columbia-managed buildings and to list and find available sublets in University-managed buildings. Right: The integration of Facilities’ Planning and Capital Project Management departments enables earlier, more collaborative planning throughout the project management process.

FINANCIAL HIGHLIGHTS

OPERATING EXPENSES (\$ IN MILLIONS)

COMPARISON SUMMARY OF FY12 TO FY13

FY13 Actual Expenses	FY12 Total Spend	FY13 Total Spend	% of FY13 Spend	Variance FY13 vs FY12	% Change
Residential Operations	\$161.35	\$163.12	52%	\$1.77	1%
Capital Project Management	\$5.16	\$5.28	2%	\$0.12	2%
Manhattanville	\$4.92	\$6.17	2%	\$1.25	25%
Academic Operations	\$50.10	\$55.78	18%	\$5.68	11%
Space Planning and Finance & Administration	\$5.72	\$5.35	2%	-\$0.37	-6%
Real Estate	\$14.82	\$14.33	5%	-\$0.48	-3%
Utilities	\$33.42	\$32.79	10%	-\$0.64	-2%
Public Safety	\$18.43	\$19.69	6%	\$1.26	7%
Student Services	\$12.31	\$12.53	4%	\$0.22	2%
Total Actual Expenses	\$306.25	\$315.04	100%	\$8.79	3%

COMPARISON SUMMARY OF FY12 TO FY13, RECOVERIES BY CUF DEPT.

FY13 Recoveries	FY12 Total Recoveries	FY13 Total Recoveries	% of FY13 Recoveries	Variance FY13 vs FY12	% Change
Capital Project Management	-\$4.51	-\$4.38	10%	\$0.13	-3%
Manhattanville	-\$8.07	-\$8.48	18%	-\$0.41	5%
Academic Operations	-\$17.17	-\$18.66	41%	-\$1.49	9%
Space Planning and Finance & Administration	\$0.02	\$0.03	0%	\$0.01	71%
Real Estate	-\$0.17	-\$0.17	0%	\$0.01	-5%
Utilities	-\$3.49	-\$3.19	7%	\$0.30	-9%
Public Safety	-\$10.12	-\$10.86	24%	-\$0.75	7%
Student Services	-\$0.17	-\$0.17	0%	\$0.00	0%
Total Recoveries	-\$43.68	-\$45.87	100%	-\$2.19	5%

RESIDENTIAL OPERATIONS EXPENSES SUMMARY

FY13 Residential Expenses	FY12 Total Spend	FY13 Total Spend	% of FY13 Spend	Variance FY13 vs FY12	% Change
Direct Expense	\$20.13	\$20.40	13%	\$0.26	1%
Indirect Expense	\$105.86	\$107.58	66%	\$1.72	2%
Debt Service	\$35.36	\$35.14	22%	-\$0.22	-1%
Total Residential Expenses	\$161.35	\$163.12	100%	\$1.77	1%

OPERATING EXPENSES, FY13 COMPARED TO FY12

FY13 Total Operating Expense	\$315.04 (in millions)	FY12 Total Operating Expense	\$306.25 (in millions)
Capital Project Management	2%	Capital Project Management	2%
Manhattanville	2%	Manhattanville	1%
Academic Operations	18%	Academic Operations	16%
Space Planning and Finance & Administration	2%	Space Planning and Finance & Administration	2%
Real Estate	4%	Real Estate	5%
Utilities	10%	Utilities	11%
Public Safety	6%	Public Safety	6%
Student Services	4%	Student Services	4%
Residential Operations	52%	Residential Operations	53%

CAPITAL SPEND (\$ IN MILLIONS)

COMPARISON SUMMARY OF FY12 TO FY13, CAPITAL SPEND BY CAMPUS/SECTOR

Campus / Sector	FY12 Total Spend	FY13 Total Spend	% of FY13 Spend	Variance FY13 less FY12	% Change
Morningside Campus	\$116.9	\$130.9	46.2%	\$14.0	12.0%
Manhattanville	\$135.7	\$142.4	50.2%	\$6.7	4.9%
Property Acquisition / Infrastructure	\$66.8	\$10.3	3.6%	-\$56.5	-84.6%
Grand Total	\$319.5	\$283.6	100.0%	-\$35.9	-11.2%

COMPARISON SUMMARY OF FY12 TO FY13, CAPITAL SPEND BY STRATEGIC GOAL

Strategic Goal	FY12 Total Spend	FY13 Total Spend	% of FY13 Spend	Variance FY13 less FY12	% Change
Academic / Student Facilities	\$32.9	\$49.9	17.6%	\$17.0	51.8%
Administration	\$1.8	\$1.1	0.4%	-\$0.7	-40.9%
Expand and Strengthen Sciences	\$17.0	\$9.4	3.3%	-\$7.6	-44.9%
Faculty / Graduate Housing	\$32.6	\$33.3	11.7%	\$0.7	2.2%
Information Technology	\$1.1	\$8.5	3.0%	\$7.4	674.0%
Manhattanville	\$135.7	\$142.4	50.2%	\$6.7	4.9%
Academic SOGR	\$31.5	\$28.8	10.1%	-\$2.8	-8.8%
Property Acquisition / Infrastructure	\$66.8	\$10.3	3.6%	-\$56.5	-84.6%
Grand Total	\$319.5	\$283.6	100.0%	-\$35.9	-11.2%

AWARDS AND RECOGNITION

The outstanding efforts and industry leadership of Facilities teams and individuals has garnered many awards for excellence in fields such as architectural design, campus beauty, community outreach, public safety, and more throughout the years, and Fiscal Year 2013 was no exception.

MINORITY, WOMEN, AND LOCAL INITIATIVES



Professional Women in Construction Honoree:
Fanny Gong

Professional Women in Construction (PWC) honored Fanny Gong, AIA, LEED AP, assistant vice president of design management for Manhattanville Development (standing, third from left), for her achievements and contributions to the design and construction industry. PWC encourages and advances the goals and interests of woman- and minority-owned businesses.



2013 Supplier Diversity Advocate Award:
Tanya Pope

The National Institute for Supply Management (ISM) presented Tanya Pope with the 2013 Charles J. McDonalds Jr. Supplier Diversity Advocate Award for her exemplary contributions in the development of diverse suppliers. Tanya also serves as the ISM New York director of Supplier Diversity.



New York Women’s Chamber of Commerce 2012
Woman of Excellence Award: Tanya Pope

Tanya Pope (top row, second from right), Facilities’ executive director of Construction Business Services, was recognized as a 2012 Woman of Excellence at the New York Women’s Chamber of Commerce (NYWCC) Annual Awards. Tanya’s efforts to provide “capacity building and strategic support to minority, women, and locally owned contractors and management of the University’s Construction Mentorship Program” were cited among her many accomplishments.

SUSTAINABILITY



Princeton Review:
Green College Honor Roll

Columbia was named to the 2013 Green College Honor Roll and received the highest possible score as part of the Princeton Review’s Green Ratings, which looks at the sustainability-related practice of colleges.



Association for the Advancement of
Sustainability in Higher Education:
STARS Gold Rating

Columbia merited a gold rating from STARS, a well-known and respected sustainability tracking, assessment, and rating system specifically for institutions of higher education in the United States and Canada. Of the 236 colleges and universities that have earned a STARS rating, only 43—or 18.2 percent—have achieved gold.

CONSTRUCTION



Construction Industry Leadership
Recognition: Joe Ienuso

Facilities Executive Vice President Joe Ienuso was recognized as an outstanding industry leader by several construction industry associations this year. Joe was honored for his “leadership, commitment, and vision” by the Building Trades Employers’ Association (BTEA), New York’s alliance of union contractors. Joe was the recipient of the Subcontractors Trade Association’s (New York’s leading association of union



subcontractors) 2013 Silver Shovel Award for his accomplishments as an industry leader. Joe was also presented with the ORT Engineering and Construction Industry Chapter Community Achievement Award “in recognition of his professional accomplishments, dedication to the community, commitment to philanthropy, and support for ORT’s students.” ORT is the largest Jewish education nonprofit in the world and provides state-of-the-art technology education with a focus on the sciences and mathematics.

DESIGN



Public Design Commission 2012 Design Award: Muscota Marsh
Muscota Marsh, a project to create new public access and new amenities on the waterfront near Columbia University’s Baker Athletics Complex in Inwood, and to restore and extend the area’s native marshland, received a 2012 Design Award from the Public Design Commission of the City of New York. The award is one of only 10 projects selected overall for 2012 and one of 3 projects that received special recognition for “Green Infrastructure.”



2013 MASTerworks Awards for Best New Building and Greater New York Construction User Council 2013 Outstanding Project: Campbell Sports Center
The Campbell Sports Center, the new cornerstone of the revitalized Baker Athletics Complex, was recognized as a 2013 Outstanding Project: Athletic Facility by the Greater New York Construction User Council (GNYCUC). The building offers student-athletes and coaches what they need to achieve excellence: a state-of-the-art facility featuring a theatre-style meeting room, conference rooms, a strength-and-conditioning center, a student-athlete lounge and study center, a



hospitality pavilion, and coaches’ offices. The Campbell Sports Center also recently received the Municipal Art Society’s coveted 2013 MASTerworks Award for Best New Building.

Outstanding Design Award: Carman Hall
The Carman Hall basement lounge renovation, designed by AARRIS ATEPA Architects, a local/certified Women and Minority Business Enterprise, was selected as an Outstanding Design in the August 2013 American School & University Educational Interiors Showcase, a competition honoring education interiors excellence.

REAL ESTATE



New York Association of Realty Managers 2013 Director of Management of the Year: Nelson Falcon
The New York Association of Realty Managers (NYARM) honored Columbia University Facilities’ Director for Residential Services Nelson Falcon as their 2013 Director of Management of the Year. NYARM supports real estate and property management professionals through education, information, legislative initiatives, and a peer network.

APPRECIATION

Facilities often receives compliments from our clients across campus. Here’s a small sample from this past year:

Dear Department of Public Safety,
I graduated today, and I wanted to say thank you for all these years of keeping me safe on campus! I have found Columbia’s Public Safety staff to be among the most kind-hearted, generous, and spirited people who serve as part of the Columbia community. I can’t tell you how many times I got words of encouragement from security guards on campus, or how many times that when walking back to my room from late-night studying at Butler it was the sight of an on-duty Public Safety vehicle that made me feel it was safe to go home. I know your work may seem at times to go unnoticed, but know that we students do love and appreciate all you do to keep us out of harm’s way.

Student, Columbia College

Dear Mr. [Mark] Kerman, Mr. [Anthony] Nasser, and Ms. [Anna] Fu,
I’m moving out of my University housing and before I go, I wanted to commend Mr. [Doug] Jermyn for being, literally, the best super I’ve ever had. The building was impeccable—clean and well-maintained. Mr. Jermyn’s responses to work orders were always prompt and flawlessly executed. When I was locked out, someone was there to help within three minutes. Moreover, Mr. Jermyn and the maintenance team always had a friendly word on the street, and I looked forward to running into him. I’m going to miss living here.

Tenant, University Apartment Housing

Dear Keith [George],
I want to take this opportunity to thank you for the outstanding job that you did as Project Manager for the 8th floor repairs that were done at the CAC over Memorial Day Weekend. Your focus, dedication, and attention to detail made a huge difference. Our staff was thrilled to return to work and see the work all completed. It was a pleasure working with you and we appreciate all your work, especially over a holiday weekend.

Employee, Office of Alumni and Development