A Message from the Executive Vice President

The year is rapidly winding down, but it has been an exciting and growth-fueled 2016. In January, we became Institutional Planning and Operations.

The might of this newly formed division was tested in May when we hosted President Barack Obama, our commencement speaker. While many departments contributed to a successful commencement, the groups within our division clearly took the lead: Public Safety, Emergency Management, Utilities, Grounds, Custodial, Maintenance, and Transportation all played key roles.

In September a power failure on the Cook/Douglass Campus required the work of many of the same IPO groups to determine and fix the problem, relocate our student residents, and maintain safety until while normal operations were being restored.

These two examples alone demonstrate the synergistic relationship among the groups within our division and why it made sense to consolidate under one banner.

We have many goals for 2017, among these, we will be elevating the IPO brand through various channels so that the entire university community comes to know us as a cohesive unit whose staff gets things done, and done well.

Other 2017 initiatives include the rollout of the Rutgers Athletics Master Plan, which began with the recent groundbreaking of the new RWJBarnabas Health Athletic Performance Center on the Livingston Campus. This 295,244 sf, four-story building will provide a state-of-art practice facility for men’s and women’s basketball, wrestling, and gymnastics. It is expected to be complete in June 2019.

(Continued on page 7.)

Integrated Work Management Enters Next Phase

Joe Holtsclaw Named Director

One of the most critical undertakings in the Division of Institutional Planning and Development has been synchronizing operations and optimizing productivity across the entire division by implementing an Integrated Work Management System (IWMS).

At its optimal level, the IWMS will provide vital data and create operational efficiencies across all of the departments within this division.

One aspect of this task has been completed: An assessment of 486 campus buildings and the entire utility infrastructure. The Facility Condition Assessment project also encompassed inventorying, validating, and tagging almost 32,000 individual architectural and mechanical assets. Now the next phase is to incorporate this database into the Integrated Work Management System (IWMS).

“Basically we are bringing organization and order to $10 billion in assets,” said Joe Holtsclaw, who was recently named Director, IWMS Administration. “We have evaluated a large portion of the facilities portfolio, and the task now becomes maintaining the data and providing useable information for strategic and operational planning.”

Assessment, Holtsclaw explained, is just the beginning of the process to combine facilities needs into a practical plan. “This information is then entered into a database which is maintained by Keith Grabowski, our Senior Program Coordinator,” he said.

Grabowski is responsible for database accuracy, as well. “We have two people in the field who are checking if anything has not been tagged or has been incorrectly tagged. They are also tagging new buildings that are

(Continued on page 3.)
Get to know IPO!

News from Business Services

Our Business Services unit manages a variety campus functions including retail, student housing, faculty and staff housing, mail services, the Rutgers golf course, and much more. Here are some updates and things you may enjoy doing. In addition, see page 7 of this newsletter for information on the Door Buster Sale, at kite+key, the Rutgers Tech Store. Get all of your tech needs and great products at special university prices.

Take your lunch break at Livingston Plaza

Make the most out of your lunch break, head to Livingston Plaza! The Plaza at Livingston Campus offers a variety of options: dining, shopping at kite+key, and getting a haircut at the Wright Cut Barber Shop! Grab a bite to eat at Henry’s Diner, Kilmer’s Market, Hoja Asian Fusion, or Qdoba. Kilmer’s Market offers a 10% discount to Rutgers Faculty and Staff. Looking to satisfy your sweet tooth? Try 16 Handles Frozen Yogurt or Starbucks. Check out all that the Plaza has to offer!

See a Movie for less at Rutgers Cinema

Rutgers Cinema is a state-of-the-art digital theater that provides first-run movies at a discount, staff-friendly showtimes, reduced menu prices, events, and festivals. Matinee ticket price (before 6 p.m.) is $5 with a Rutgers ID, $7 for general public. Evening ticket price is $7 with a Rutgers ID, $9.50 for general public. Rutgers Cinema is located on 105 Joyce Kilmer Avenue at the Plaza at Livingston Campus. Purchase tickets at rutgerscinema.com.

Holiday Season Donations

Perfect time to clean out your home before the holidays! Drop off new or gently-used coats or toys in the lobby of the CCLC Newark or CCLC Piscataway between December 5th and 16th. All items will be donated to a local organization helping needy families in the school communities. CCLC Newark is located at 132/142 Cabinet Street. Contact Andreas Dimitratos at 973-623-0182, admimitratos@cclc.com. CCLC Piscataway is located at 659 Hoes Lane West. Contact Michelle Hoffman at 732-699-1017, mhoffman@cclc.com.

Faculty and Staff Short-Term Apartment Rentals

Institutional Planning and Operations offers short term apartment rentals to faculty, staff and other visiting Rutgers affiliates in need of temporary housing. Renters are provided with comfortable apartments within close proximity to our campuses. Inventory includes studio, one and two bedroom units in Highland Park, New Brunswick and Piscataway (Busch Campus). Units are fully furnished and include kitchen and linen set-ups. Utilities and internet are provided. Leases can be as short as one month to a maximum of one year. For additional information please visit the website: http://facilities.rutgers.edu/faculty-staff/faculty-and-staff-short-term-housing.
Integrated Work Management System Enters Next Phase
(Continued from page 1.)

now online, and tagging safety equipment such as eye wash stations, that were not previously included in the initial tagging process," Grabowski said. “The inventory and assessment of our physical assets is just the first part of developing a fully integrated work management system. We need to ensure that all of our division units have a basic understanding of how the many modules of the system work together to provide a comprehensive database that supports our mission, and we have a training program to assist both in this regard and with how to fully utilize all modules across the IWMS,” Holtsclaw said. “It is an enormous task, but ultimately, we will be able to deliver the information needed to create a viable multi-year strategic plan that will serve the university well.”

Ghislaine Darden, Executive Director, Strategic Services, is overseeing the rollout of the IWMS throughout the division. “While Joe and his team have been concentrating on getting our physical assets assessed, inventoried and into the database, all of our division businesses will be learning and using the work management system in a similar way. Used properly and synergistically across the division, we will glean insights and information about our business practices that we cannot access otherwise. My goal is to have across-the-board consistency and timely and accurate data that supports what we do. We have started an aggressive training program. As the New Year unfolds, more people will be uploading data into the system and using the information to analyze and improve business practices.”

Kevin Malone and James Boswell, both Facilities Coordinators under Grabowski, have been spending their time in the field physically surveying equipment and ensuring everything is tagged. “We look for assessment deficiencies; we look to see if building features like handicapped ramps and other compliance issues need to be addressed,” said Malone. General maintenance issues are sent to the work control center. Preventive maintenance projects will be scheduled, prioritized, and money allocated for upgrades.

Doreen Drik, who has been working within IPO’s Facilities group for 42 years will be helping to manage the asset and assessment deficiency database. “Doreen will be tracking all of the equipment and the replacement dates,” Holtsclaw said. “She is the key point person for this task. During her tenure, she has handled many duties...billing, grounds and garage service desk...and these experiences have given her the organizational abilities for the job. Doreen also knows our campuses and our structure. She is an asset to this project.”

Grabowski, Malone, and Boswell joined Strategic Services after working in Facilities maintenance trades for many years. “We need to know what we are looking at,” Boswell explained. “We are out on our campuses climbing ladders, identifying equipment, and making assessments about the condition of the equipment, so our trades background is important to this job.”

“This project will result in a bit of a culture change,” added Malone. “As maintenance and operations staff see us in the field, doing our job, they come to know what we are doing, they can provide valuable information. We cannot be everywhere, so for example, if they see something is not tagged or tagged improperly, these are the people who can let us know. It will become habit and the way of doing business within Institutional Planning.”

“In the end,” added Boswell, “Everyone will see that it is much more cost effective to operate on a planned maintenance schedule than having to respond to emergencies all the time. When equipment is properly maintained, the life expectancy should increase, and it brings order and efficiencies to our work schedules.”

Darden added, “The implementation of the IWMS will touch on many units within IPO---work control center, preventive maintenance, utilities, projects---with a focus on mutual cooperation toward the ‘greater good’. A robust, comprehensive training program will be the center piece of this push and will embrace this value while providing detailed end user instruction. Our division is the backbone of the university. When our entire division is trained within the system and moving forward in the same direction, we will be setting a standard for facilities reporting nationwide.”

For more information on the IWMS contact Joe Holtsclaw at: joseph.holtsclaw@rutgers.edu.

A total of 32,000 architectural and mechanical assets have been tagged. Here, Kevin Malone tags a fan coil.

James Boswell tagging an exhaust vent.
Community Policing in Newark Brings Together Key Constituents

On a recent Friday morning in the pouring rain, in the James Street District of Newark, several Rutgers Fraternity and Sorority members were cleaning up trash on the streets of this historic neighborhood which is within, and abuts, the Newark Campus. Police Lieutenant Jamie Hendrix, Sergeant Daryl Yelverton, and Officer Todd Housell, all three, actively working with the students to complete the task at hand.

The officers make up the Community Policing Unit of Rutgers University Newark and RBHS Newark. Lt. Hendrix is Unit Commander. Sgt. Yelverton is second in command. The team set out at 8:30 in the morning, armed with trash picker poles and industrial garbage bags provided by Paul Bushey, Grounds Supervisor for the Newark Campus. Despite the rain, they spent almost two hours cleaning up the community.

This event is just one of an exhaustive list of activities coordinated by this new, and very robust, unit. In addition to the officers, Administrative Assistant, Adrea Tejada handles many of the event details, and gets the information out to both audiences.

Developed in June 2016, by Rutgers Newark Police Chief John Huertas and Captain Alex Rabar, the Community Policing Unit formalizes a community affairs unit to bridge the gap among students, faculty and staff, the city of Newark, and the community stakeholders.

“The idea is to get out and reach people where they are,” said Chief Huertas, as he watched the students and his officers scour the James Street neighborhood. “This includes those affiliated with Rutgers, our neighbors, and local businesses.”

“An event like the community clean-up reminds our students, and all of us, that it pays to be a responsible citizen in Newark,” Lt. Hendrix said. “Everyone benefits when our neighborhoods are maintained: the residents, our neighbors, while the students did not create all of the garbage on the streets, sometimes it does come from our students and we should do our part for our neighborhoods.”

For a new unit, Community Policing has been busy. Officer Housell does Pop-Up Public Safety events, wherein he will visit the RBHS campus and spend time getting to know the students and faculty on that campus. No stranger to the city, Officer Housell also does presentations for new staff to raise awareness about safety and life in Newark. Sgt. Yelverton not only teaches self-defense, but he has excellent recruiting skills and is active in pursuing student interns and those interested in law enforcement. He also conducts orientations on both campuses, and is a well-recognized face on campus.

The officers participate in multiple university and city events: A dunk machine on RU Day to fundraise for Boys and Girls Club of Newark raised $300 in one hour. An RUPD kid friendly zone featuring officers interacting with young children to encourage positive relationships from an early age. The department purchased five child car seats for people in need as a result of that event.

A Take Back the Night Walk was organized with student groups, and the unit has taken part in a Cop, school career days, and attended the Halsey Street Block Parties. They have run alcohol awareness, sex assault awareness, and active shooter training events. The active shooter training, conducted by Emergency Management, and Emergency Management Specialist, Jeff Issler is the first of its kind, and this year, over 200 RBHS and Rutgers-Newark staff members have been trained.

During a bike safety day held in conjunction with University Hospital, AAA, and Newark Police, city children received bike safety tips, and bike helmets. Halloween safety tips were part of a recent presentation at the CCLC daycare on the RBHS campus. "We discussed a number of Halloween safety tips, stranger danger, candy inspection, staying with an adult while trick or treating, and the use of reflective lights," Officer Housell said.

"At the beginning of academic year we held a meet and greet. About 200 students showed up," Lt. Hendrix said. "We introduced Chief Huertas and Captain Rabar and took the time to promote the new Text To RUPD program."

The busy unit has also teamed up with the Good Will in Newark for the Helping Hands Homeless project. "We have been collecting donations for the homeless in our community and Good Will disseminates these winter care packages into the community," Lt. Hendrix explained. "This type of program also helps to change students’ perceptions of the homeless in our city."

(Continued on page 6.)

Rutgers University students spent a recent Friday morning picking up trash in the James Street District. As part of Rutgers Community Police Unit, officers and students joined in the effort, collected about 15 bags from the students for disposal. Grounds also provided the poles for picking up trash. Above right, a page from a brochure issued by NJIT and Rutgers police departments.
This event is just one of an exhaustive list of activities coordinated by this new, and very robust, unit. In addition to the officers, Administration and faculty, the unit engages the community. At the beginning of the academic year we held a meet and greet. About 200 students showed up, including new students, faculty, and staff of Rutgers--Newark, RBHS, faculty and staff of the Newark campus. "We discussed a number of Halloween safety tips, stranger danger, candy picking up rules, inspection, staying with an adult while trick or treating, and the use of reflective lights," Lt. Hendrix said. "Everyone benefits when our neighborhoods are maintained: the residents, our students, store-owners, and visitors to our campuses. And, there is always something that comes from our students and we should do our part for our neighbors." At the community clean-up in Newark, Lt. Hendrix said, "I thought why complain when you can become a part of the change," Lt. Hendrix explained. In 2004 she became the first Community Service Officer (CSO) on the Newark campus. CSOs are full-time students, uniformed, unarmed, paid, employees of the Rutgers University Police Department. "Through the CSO, I was able to learn about being a police officer," she said. In 2005, Lt. Hendrix became a Security Officer and entered the police academy. When a police officer position came up, Hendrix was hired in the first group. She became a Sergeant in 2009 and in 2011 was promoted to lieutenant, making Lt. Hendrix the first African American female promoted to lieutenant under Rutgers University. In 2013 Lt. Hendrix completed the NJ State Police Leadership program and received an academic excellence award. Currently, she is in the process of becoming an instructor and every Wednesday attends all day sessions to gain expertise in teaching her peers about leadership principles and problem solving.

Lt. Hendrix was accepted into Leadership Newark in 2016. This fellowship program focuses on a network of community and civic leaders in Newark--both experienced and emerging key leaders--to enhance the community by bringing ideas and leadership skills to the table. Membership is by nomination followed by acceptance into the fellowship for a two-year cycle.

An undergraduate at Rutgers University Newark, Lt. Hendrix was a double major and received a BS in both Criminal Justice and Sociology. In May 2014, she completed her Master's Degree in Public Administration from Rutgers University --Newark School of Public Affairs and Administration.

About Lieutenant Jamie Hendrix

The first Commander of the Community Policing Unit, a newly formed unit for Rutgers Newark and RBHS Newark, Lt. Jamie Hendrix is no stranger to "firsts".

As a teen, Lt. Hendrix wanted to be a dancer, and was accepted into Temple University’s dance program, but when she gave birth to a son at the age of 18, she decided she wanted to do something relevant to giving.

"Growing up in East Orange I saw mostly positive police interaction. There was some negative, too, but I thought why complain when you can become a part of the change," Lt. Hendrix explained. In 2004 she became the first Community Service Officer (CSO) on the Newark campus. CSOs are full-time students, uniformed, unarmed, paid, employees of the Rutgers University Police Department. "Through the CSO, I was able to learn about being a police officer," she said. In 2005, Lt. Hendrix became a Security Officer and entered the police academy. When a police officer position came up, Hendrix was hired in the first group. She became a Sergeant in 2009 and in 2011 was promoted to lieutenant, making Lt. Hendrix the first African American female promoted to lieutenant under Rutgers University. In 2013 Lt. Hendrix completed the NJ State Association of Chiefs of Police Command and Leadership program and received an academic excellence award. Currently, she is in the process of becoming an instructor and every Wednesday attends all day sessions to gain expertise in teaching her peers about leadership principles and problem solving.

Lt. Hendrix was accepted into Leadership Newark in 2016. This fellowship program focuses on a network of community and civic leaders in Newark--both experienced and emerging key leaders--to enhance the community by bringing ideas and leadership skills to the table. Membership is by nomination followed by acceptance into the fellowship for a two-year cycle.

An undergraduate at Rutgers University Newark, Lt. Hendrix was a double major and received a BS in both Criminal Justice and Sociology. In May 2014, she completed her Master's Degree in Public Administration from Rutgers University --Newark School of Public Affairs and Administration.
Rutgers Community Policing

(Continued from page 5.)

The unit is strengthening its relationships with the fraternities and sororities. “One of the things we did was to create a Good Neighbor Next Door brochure in conjunction with the NJIT Police Department,” said Lt. Hendrix. The brochure provides tips on being good neighbors, taking pride in the neighborhood, and it provides a list of helpful resources.

Since April, the unit has held over 60 community engagement/educational programs and orientations for students, faculty and staff. “We individually go to campus buildings and talk to the constituency,” Lt. Hendrix said. “We capitalize on all of our connections: county sheriff, local law enforcement, and other campus police units to create a problem solving perimeter around the areas of our campuses.” In fact, an NJIT officer was also at the clean-up event to show support.

“This type of policing is very effective and increasingly being adopted by police departments around the country,” Chief Huertas explained. “The interaction extends from our campuses and immediate constituency of our own students, faculty, and staff into our neighborhoods. We are part of these neighborhoods and through these events, we demonstrate our commitment to Newark.”

At the end of the James Street clean-up, Juan Torres, from University Facilities grounds department, loaded about 15 bags of trash into his truck to be hauled away for disposal. It was a productive morning, and the students were clearly proud of the work they did.

The top and center photos shows the Community Policing Unit reaching out to students, as well as faculty, staff, and residents of the Newark neighborhoods. At bottom, some of the students who participated in the James Street cleanup pose with Newark Chief John Huertas (left) and head of the Community Policing Unit, Lt. Jamie Hendrix (right).
A Message from the Executive Vice President
(Continued from page 1.)

Rutgers University Police Department completed its launch of Text to RUPD, which allows an individual to text an emergency to 911 should a situation exist wherein the individual does not want to be heard making a call to 911. By spring we expect to be deploying additional mobile technology to further enhance operations.

We are also prioritizing the University’s Physical Master Plan, and you will begin to see some of our top initiatives developing.

Finally, we have completed a year-long 250th anniversary celebration. For our part, Institutional Planning and Operations was very engaged in all of the special events because, once again, the special events and presentations required help from many of our division units and groups, from set up to safety to numerous logistics. One of these logistical tasks was to move the RevolUtionary monument from campus to campus. This “monumental task” required our maintenance and grounds crews to not only truck the 4,500 pound, 40-foot-long monument to each location, but set it up and then dismantle it for the next journey.

We also presented our own special commemorative gift to the university: A 44-page booklet which is a walk-through of our oldest buildings, many of them listed on the National Register of Historic places. These physical structures tell the story of our genesis as a small colonial college, and our impressive journey toward excellence, becoming one of the largest and most diverse institutions of higher education in the nation, and continuing to advance in academic and research excellence and service. I urge you to read it; it highlights the talents of our division’s engineers, architects and projects staff. Our division touches just about everything that happens at Rutgers, and will continue to take a leadership role.

I’d like to wish all of you a joyous and healthy holiday season. Please know I am grateful for the work you do, and I look forward to an exciting 2017 for this dynamic division with your efforts leading the way.

Antonio Calcado
**Good Move!**

Recently, several furniture moves and office painting was needed in Old Queens. Gail Faber, Executive Assistant passed on her accolades in an email to James O’Brien, Supervisor Material Services:

“We wanted to thank you for all your assistance with multiple furniture moves this past Friday and Monday to accommodate both our space reorganization and the painting of two of our offices.

“You and your staff were extremely helpful, courteous, and professional throughout.

“We really appreciate all you did to make everything work out so well.”

Nice work to everyone involved!

---

**REHS on top of Meningitis Outbreak**

Rutgers Environmental Health & Safety (REHS) provided professional assistance in dealing with a Meningitis B outbreak. Their efforts did not go unnoticed. in an email to Police Chief, Kenneth Cop and Executive Vice President, Antonio Calcado, Felicia McGinty, Vice Chancellor for Student Affairs said, “I am writing to acknowledge the good work of your team. REHS has been on the ball working with us hand in glove throughout this Meningitis B outbreak. We have held weekly meetings at 8 am all summer; Mark McLane and Alex Ruiz have never missed a meeting and have participated fully in helping us coordinate and implement vaccination clinics. Yesterday we held a large clinic in the College Avenue Student Center, again they were with us the entire day helping with all aspects to insure that things went smoothly. I just wanted you to know that they have been great partners and good colleagues. This is a huge project that has required a lot of time and attention; Alex and Mark consistently bring their ‘A’ game and are excellent team players. Just wanted you to know that they are doing great work.”

---

**IACP lauds Rein with 40 under 40**

Congratulations to Deputy Chief Michael Rein, who was among the 40 under 40 awardees given by the International Association of Chiefs of Police (IACP).

The awards were developed to recognize 40 law enforcement professionals under the age of 40 who demonstrate leadership and exemplify commitment to their profession.

The IACP said of Rein “It is Deputy Chief Rein’s concept of always doing what is right that motivates him to work diligently to ensure that the agency and its services remain relevant and responsive to the needs of the ever-evolving communities it serves.” Congratulations Deputy Chief Rein.

---

**A Light in the Darkness....**

A major power outage on the Cook/Douglass Campus on September 13 and 14 took the efforts of many in our division, not only to find and fix the problem, but coordinate the temporary shelters for dorm residents and emergency measures to guarantee everyone’s safety. A little appreciation goes a long way!

“To the entire staff of Rutgers Facilities and Capital Planning and Strategic Planning and Operations & COO, and whomever it may concern:

My name is Sabeen Rokerya and I am a resident of Woodbury-Bunting Cobb Hall on Douglass Campus. For the past two days, I have been one of the many residents/students affected by the power outage, and now with the impact of your hard work, I am safely back in my own dorm room.

I am emailing you to express my gratitude for the hard work that was put in by your entire staff and the overall organization that was maintained by your departments in the midst of the panic.

I understand that most of the staff worked tirelessly for consecutive hours since Tuesday morning, through Wednesday night. Although many of my peers complain of the negative impact and inconvenience this has caused for them, I believe it is important to understand that the emergency actions that took place were completely necessary to ensure our safety.

Thank you for your endless patience, communication, and dedication, and I hope that any inevitable controversy that comes forth from this from the student body remains positive.

Thank you for all that you did, and continue to do, and for making us feel safe and supported during a stressful time.

Best wishes,

Sabeen Rokerya

Rutgers University Student Assembly, Douglass Representative for the Class of 2019