

*Toward Sustainable, Inclusive & Inspiring*  
**FACILITIES**



Facilities & Services

# F&S WORKS



## Jeff Angiel

Associate Vice Chancellor & Executive Director  
of Facilities & Services

### F&S works.

Each day, our organization completes essential work — buildings are cleaned, plans are studied and enacted, and we fulfill policies and procedures to leave campus better for the next generation of students, faculty, and staff.

While day-to-day activities continue, I hope to address a few large, strategic opportunities to improve our capabilities and spur new initiatives.

**Cultivating Relationships Across Campus:** It is vital for F&S to engage with diverse groups and departments, establishing strong relationships that foster collaboration and a shared sense of purpose.

**Promoting Campus Unity:** Through regular engagement, we can actively work to bring together different voices, creating an inclusive environment where everyone's contributions are valued.

**Innovative Leadership:** I encourage new ideas and solutions, and aim to lead with a vision that empow-

ers others to contribute creatively toward the university's mission.

**Advancing Professional Development:** By prioritizing continuous growth, I fully support the development of students and staff, to ensure knowledge and skills remain at the cutting edge.

**Commitment to Excellence:** We must emphasize the importance of delivering the highest standards of work, both academically and in service to the larger campus community.

Sincerely,

Jeffrey Angiel

# END OF THE YEAR REVIEW

**Another year of success! The past year delivered a lot to the campus community, including those who may have never known F&S' vital role in a variety of activities. So, what's new in 2024?**

### SYSTEM OF THE YEAR:

F&S' Utilities & Energy Services (UES) division was recognized as the winner of the International District Energy Association (IDEA) 2024 System of the Year Award. It honors the most outstanding district energy system worldwide, one that demonstrates a high level of performance, efficiency, and reliability and best exemplifies the many features and benefits of the district energy industry.

The Urbana campus district energy system for electricity, chilled water, steam, and water production and distribution performs to near-perfect availability — achieving greater than 99.999 percent reliability.

Director of UES Rob Roman said, "This is an incredible honor for the university and a credit to the nonstop dedication and professionalism of our staff. Their operational excellence continues to strengthen on our remarkable legacy of providing dependable heating, power, and cooling to the campus through detailed long-term planning, innovation, and academic collaboration."

### REFRIGERATION LEFTOVERS BRING SAVINGS:

On campus, if you have an air conditioner or anything with refrigerant in it, F&S refrigeration mechanics recover it and, now, they sell it.

Kody Egolf, refrigeration mechanic foreperson, attended an ASHRAE convention — the American Society of Heating, Refrigerating and Air-Conditioning Engineer — and learned about a buy-back program where companies pay to take canisters of different refrigerant types saved from across campus. Previously, F&S would foot the bill to dispose of refrigerant remnants.

"Normally for what we sent off in the past, we would have paid about \$2,000 to get rid of a load of canisters, and now they pay us about \$3,100," Egolf said.

"It's about a \$5,000 gain, which might be a smaller amount in the grand scheme of things for the size and scope of the university. Instead of spending \$10,000 a year, can pay ourselves \$10,000-15,000."

### BIRD TAKES FLIGHT:

Bird joined the dockless bike share program by adding 500 Class 1 pedal-assist e-bikes to the local fleet.

Bird's fleet adds to the approximately 750 Veo Cosmo e-bikes (motorized) already used on the Urbana campus. Both companies help F&S leverage ridership trends to enhance future bicycle infrastructure improvements throughout the campus transportation network.

Five slow-ride zones use Bird's geo-zone technology on the Main Quad, Bardeen Quad, South Quad, Ikenberry Commons, and a section of north campus.

### WASTE ASSESSMENT:

The Illinois Sustainable Technology Center Technical Assistance Program's Zero Waste team conducted a Campus Building Waste Characterization & Opportunity Assessment to help F&S identify and measure the types of landfill and recycling material generated on campus.

The audit involved hand-sorting materials from landfill-bound and recycling waste stream samples into predetermined material categories and weighing the amounts of each category present in the samples. Calculating the percentage of a sample waste stream represented by each material group, in turn, identified specific opportunities for waste prevention, reduction, and diversion.

Based on operations at eight buildings, 39 recommendations grouped into seven themes were identified in the assessment.

# {in}sider

## FROM TIMBER TO TREASURES: The Journey of a Beech Tree

A beech tree from the President's House was given a new purpose after it had to be cut down in 2022. The tree's significance was not just botanical; it had witnessed decades of life at the house.

When Andy Burnett, mill shop foreperson, first met with Roberta Johnson Killeen, wife of President Timothy Killeen, and Dena Bagger, senior director of Special Events at the University of Illinois System, they were determined to give the tree a meaningful new role.

Johnson Killeen has been an avid gardener in her time at the President's House, and she valued the beauty and size of the tree; in the growing season, she'd garden every day and consider the beech tree.



Initials carved into the bark of the Beech tree.

"We were frequently just awestruck by how beautiful that tree was. And those sloping branches, massive, reaching out horizontally and vertically," she said.

Johnson Killeen was steadfast in her determination to honor the memories held near the tree, including the wedding of her son in 2019 when wedding party members surrounded the tree for group photos.

After the arborists cut down the beech tree, it had to dry for sixty days (about 2 months) inside of a kiln. A kiln is a furnace or oven designed for drying wood that results in better quality dried lumber.



Burnett explained that it was a challenging task to craft the lumber. "Beech is a difficult wood to work with. When it dries, it just twists. So, there wasn't a whole lot of great flat stock," said Burnett. "We had to

cut the lumber into little pieces and joint that, then glue it together to be able to get what we wanted."

The lumber from the beech tree was able to create two benches, one oval coffee table, one oval end table, one vase, forty-five charcuterie boards, one large sofa table, three small sofa tables, one outdoor element, and one dining room table. It took millworker Scott Schmidt about six weeks to craft all of the pieces.

The President sees crafts and trades, and F&S generally, as essential to the core of the university: "I think it fits in my mind, it fits, naturally in our mission, which is education, societal uplift, and opportunity creation."

**"I've been in other universities that don't have an F&S equivalent," Killeen said. "So, this is a real jewel in the crown of this university. The fact that you got this kind of level of expertise, craftsmanship, artisanal ability, you name it, I think it's a real asset for everything that's going on on this campus. It's a huge operation."**



Check out more here.

# {in}sider

## \$51M IBRL GRANT THANKS TO F&S

The University of Illinois Urbana-Champaign is no novice at securing federal research grants. The campus regularly receives among the most federal money between all research universities from the U.S. National Science Foundation (NSF), Department of Energy (DOE), and other federal agencies.

And nearly every dollar is for administering the project or team to accelerate innovation and discovery — they are almost never for ‘capital’ projects like a new building. But bioengineering, particularly in the state of Illinois, is a growing marketplace, and is thus reflected in federal funding. F&S was crucial to the success of a recent grant awarded to IBRL (Integrated Bioprocessing Research Laboratory), part of the College of ACES.

### INTEGRATING F&S

F&S was already an essential partner, said Brian Jacobson, IBRL associate director of strategic operations: “Our relationship with F&S is tremendous. At IBRL, we were originally built in 2018 and we’ve worked with trade shops for that entire time. They’re in our building doing something every day. F&S is absolutely critical.”

So, when Jacobson needed assistance, he turned again to F&S.

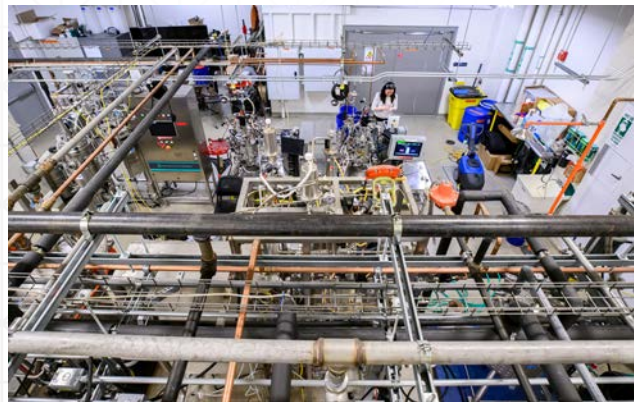
Tony Battaglia, F&S capital programs architect, collected all the documents to address regulations for the grant. Battaglia compiled nearly 200 pages, essentially a feasibility and preliminary engineering report, but he generously recognizes his expert colleagues at F&S for their help.

“I couldn’t have done it without assistance from other folks at F&S: Dennis Craig, Cheryl Bicknell, David Wilcoxon, Bill Walsh, Kelly Jo Hoffmann, Brian Finet, Alaina Davis, Lisa Peacock, Jon Hasselbring, and Robbie Bauer,” he said. “Discussing details with all of them and diving into the weeds of the project, without my eyes getting crossed aligning the data with federal forms, was important. I’m the one that put their knowledge into a pretty format to send to the grant writers (IBRL) — merely a shepherd herd-

ing the cattle; they’re the ones producing the milk.”

Battaglia summarized some of the federal requirements, including detailed engineering plans: “Balancing energy usage because required air changes per hour are high and you don’t want contamination. What are the electrical needs to operate machines and equipment in the testing areas. Code compliance, making sure emergency egress is addressed and combustibility/fuel loads aren’t being overlooked. Building materials have to be substantial enough to meet temperature gain/loss thresholds and withstand seismic activity. Environmental regulations from soil conditions and stormwater management, to endangered species on the property: feds have practices for that, as well.”

“It was a unique situation applying for capital funding as part of a grant,” Jacobson said. “Getting federal funds for a capital project is rare. We wouldn’t have received that grant without Tony’s help to get that preliminary engineering report done in a short period of time.”



Check out more here.

# Hall of Fame

F&S provides all physical plant, operational, and essential services for sustaining an environment that fosters the research, teaching, and public engagement activities of the university. This includes a wide variety of efforts and services vital to all on campus and in the community. Welcome to our Hall of Fame.



### SNOW & ICE REMOVAL

More than 300 F&S team members are responsible for removing snow for 23 miles of roadway, 147 parking lots with more than 16,000 spaces, 90 miles of sidewalk, 10 miles of bicycle paths and lanes, and more than 200 buildings on 1,400 acres. The university does not perform snow and ice removal activities on Green Street, except sidewalks adjacent to campus buildings between Wright Street and Lincoln Avenue.



<https://go.fs.illinois.edu/SnowIce>



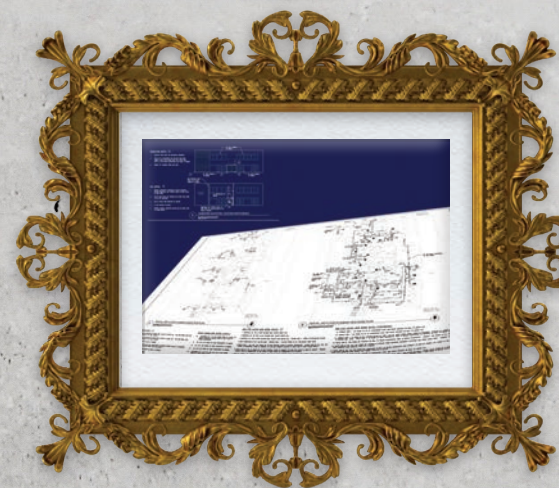
### STORES & RECEIVING

Through F&S, university departments are able to purchase at competitive prices: Office supplies like copy paper, pens, pencils, phones, charging cords; cleaning and disinfection supplies; personal protective equipment (PPE); materials and equipment for maintenance, repair, and operations (MRO); restaurant supplies; and much more!

Through the iStores system in the my.FS Portal, it’s easy to find supplies, track orders, manage shopping cart items, and check out.



<https://go.fs.illinois.edu/supplies/>



### ENGINEERING DESIGN SERVICES

This full-service in-house architectural and engineering group provides design documents for small construction projects across campus. The team is committed to developing compliant, cost-effective, and timely solutions. Design Services works with stakeholders to determine how to meet all parameters and deliver a successful project.



<https://go.fs.illinois.edu/EngineeringServices>

# 100 YEARS AT MEMORIAL STADIUM

While fans are singing

“Hail to the Orange, Hail to the Blue”

in Memorial stadium, most are likely oblivious to the amount of work that goes on before, during, and after to make their game day experience uneventful off the field.

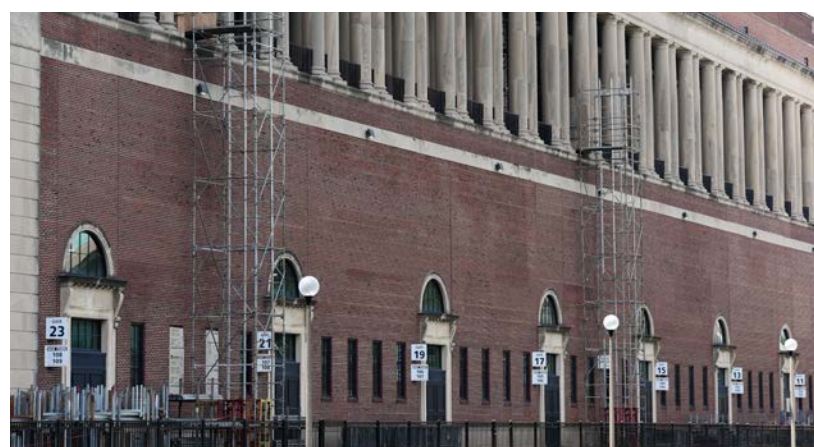
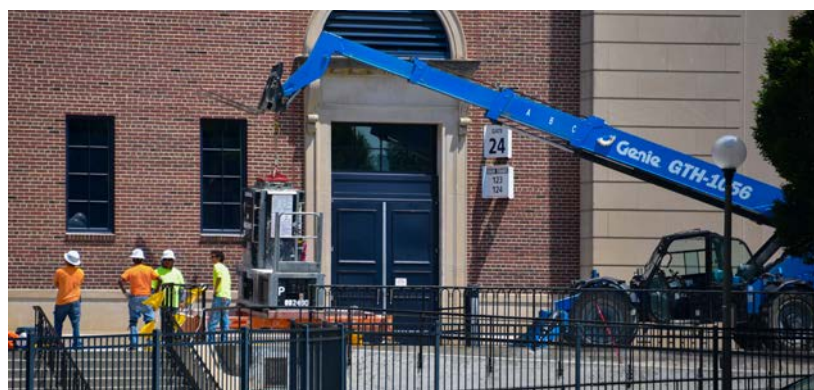
F&S is an MVP of game day operations — none more important than the 2024 game versus Michigan, a 100-year rededication celebration of Memorial Stadium. It's true that the University of Illinois Urbana-Champaign has undergone many changes over the years. But none so much as Memorial Stadium.



## OFF-SEASON CONSTRUCTION

During the busy 'summer construction' period, F&S managed many types of maintenance work at the facility over the past two years.

In 2023, plumbers and pipefitters upgraded restrooms with dozens of new toilets, lavatories, valves, faucets, water heaters and even two drinking fountain water stations. In 2024, Memorial Stadium enjoyed masonry, parapet, concourse, HVAC, painting and other upgrades that provided the game day patrons a modernized and improved experience.



Top Right: Vintage postcard of Memorial stadium.

Bottom Right: Pictures of F&S workers making repairs to Memorial Stadium over the summer.



Check out more here.

## ON GAMEDAYS

By the time the sun rises on a football Saturday, some of the work is already done.

A transportation driver and laborer service all the surrounding sewer lines in preparation for high volume; two drivers service all of the waste containers in and around stadium lots prior to game day.

Construction laborers also contribute by providing barricades and signs as needed. Throughout the week of the game, refrigeration mechanics check coolers and ice machines to make sure they are in good working order.

Fans using elevators at Memorial Stadium needn't worry about being stuck; an elevator mechanic is there four hours before the game and an hour after.

A plumber arrives a couple hours before the game and stays about the same length after the game ends, ready to fix any leaks or problems that crop up.

Electricians and high voltage electricians provide temporary power to tailgate events, and in the case of Homecoming, they also supply sound support for departmental events. Transportation is on call with the operating engineers as well as with "tail-gate rocks as

needed" in all the lots around the stadium in the event of rain. If needed, an even rock layer is spread to help cars find traction on soggy lanes.

While fans are singing "Hail to the Orange, Hail to the Blue" in the stadium, most are likely oblivious to the amount of work that goes on before, during, and after to make their game day experience uneventful off the field. But those in the know can be certain that F&S has racked up another victory with their contributions to game day operations.



# YOU CAN COUNT ON: Campus Transportation Options

## HOW DO YOU GET AROUND?

Whether it's on a bike, as a pedestrian, through mass transit, or in a single-occupant vehicle, the Urbana campus is a welcoming place for all, no matter how they get here. And F&S is watching and taking note with accurate information.

In fact, F&S wants to know more specifically about bicyclists and pedestrians. And to know more, F&S is counting. To do so, 28 eco-counters stand at popular intersections on campus.

Installed in September, these short orange posts, just off the pathway, use precise camera technologies to total up the number of people who pass by. That data can be accessed easily on the iCAP website.



← -  
|  
**Check out  
iCAP here.**



## MO' TRANSPO'

- » F&S fleet operations have long championed sustainable options and operations, like electric trucks and charging stations. Currently, F&S uses Ford F150 Lightning all-electric trucks, two Ford e-Transit trucks, and seven electric charging stations, with more on the way.
- » Lincoln Avenue, north of Florida Avenue, in Urbana underwent a study to determine the steps to improve overall road use and safety. Many nearby students, faculty, and staff use the road, including 46% as pedestrians; meanwhile, further north, it connects to I-74. Another challenge to address is the pavement condition index, which rates the smoothness of the roads — on campus, Lincoln scored below 40 for each segment. And, the intersection with Ohio Street is in the top five percent of priority safety locations from a study done in 2017. New bike lanes, an MTD stop relocation, and a handful of changes between Vermont and Ohio will help, too. There, Vermont will be restricted to right-turn-only to get onto Lincoln; a crosswalk will move further north, mid-block, and Indiana will be closed to access from Lincoln.
- » In September, members of the registered student organization Student Planning Organization held an event to celebrate "Park(ing) Day" near the cultural houses on W. Nevada Street. There, local wellness and educational booths lined the street, artisanal goods, a clothing swap and band performances helped honor the day, an annual worldwide event where artists, engineers, and designers transform metered parking spots into temporary public parks.

For more information on Transportation Demand Management, contact [fandscampustdm@illinois.edu](mailto:fandscampustdm@illinois.edu).

# PATHS FOR YOU

A series of sidewalks have been improved to further campus efforts in details that address Americans with Disabilities Act (ADA) right-of-way needs.

The Urbana campus has long been an outstanding steward for those with disabilities, going back to the 1940s.

"Starting with a small program at the University of Illinois a few years after World War II — but for years with little support, and often outright opposition — Tim Nugent sought to change both the opportunities for people with disabilities and public attitudes about them," wrote the Illinois News Bureau in 2015.

"One disability rights activist, Fred Fay, commenting in 1998 on the 50th anniversary of the [Illinois] program, described it as 'the birthplace of what we now call the disability rights movement.' Research from the program laid the groundwork for later legislation, from the Architectural Barriers Act of 1968 to the Americans with Disabilities Act of 1990."

Much of the work done since 2023 was in the core of campus, which includes important pedestrian paths near and surrounding:

**The Disabilities Resources and Educational Services (DRES) building:** Path alongside Stadium Drive from Oak Street to First Street; a large University Housing complex is here at Ikenberry Commons; the full Oak Street block where DRES is.

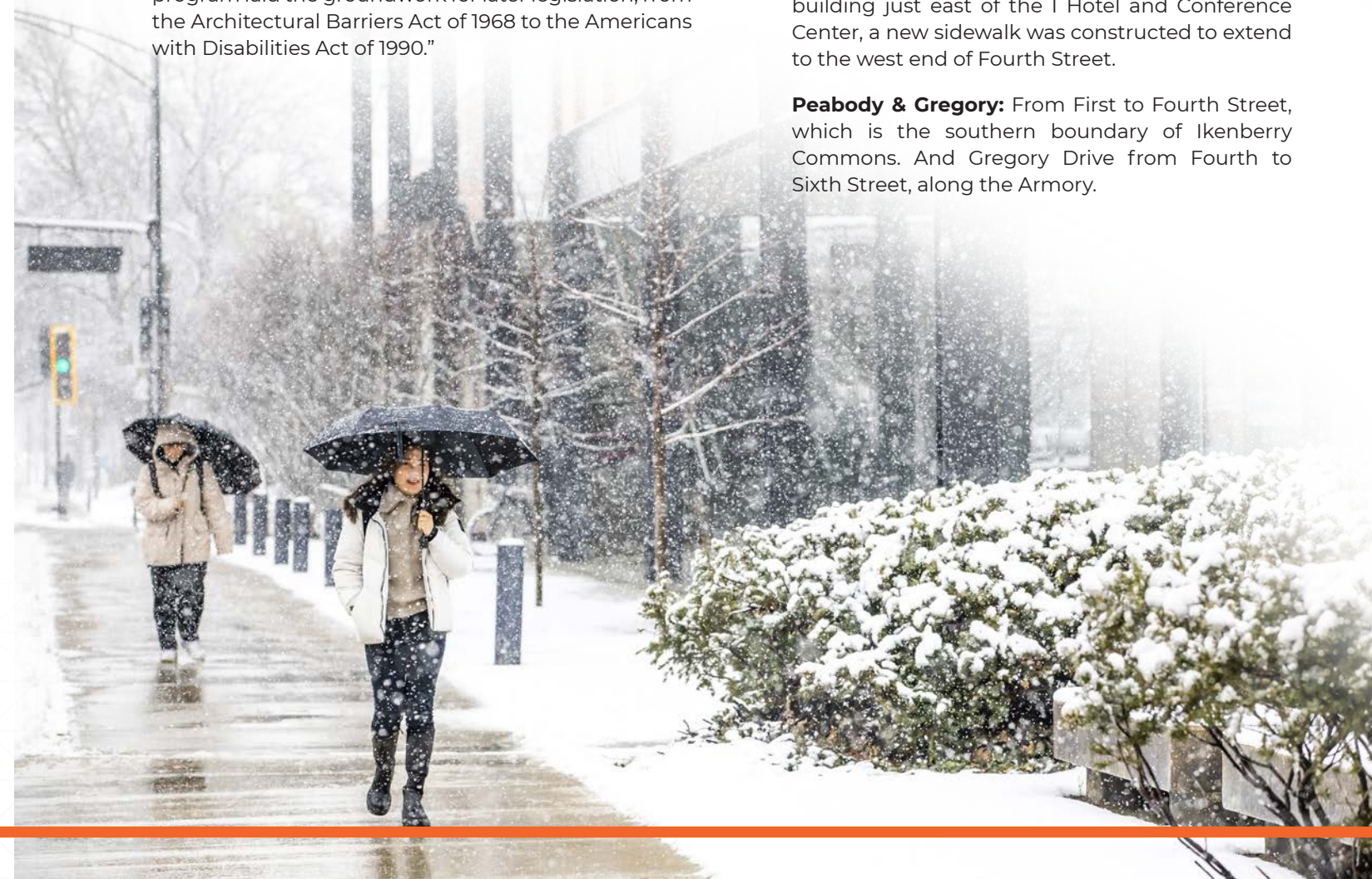
**English Building:** Sidewalk connecting the Main Quad to Wright Street with pavers.

**Huff Hall:** The sidewalk and curb cuts west of Huff Hall along Fourth Street.

**The Main Library:** The base of both ramps at the main east entrance.

**UI Foundation Headquarters:** To address the new building just east of the I Hotel and Conference Center, a new sidewalk was constructed to extend to the west end of Fourth Street.

**Peabody & Gregory:** From First to Fourth Street, which is the southern boundary of Ikenberry Commons. And Gregory Drive from Fourth to Sixth Street, along the Armory.



# LIFELONG LEARNING:

By Jalynn Bugaj, F&S Customer Relations & Communications Intern

## At F&S we keep things running by staying sharp, safe and ready for anything.

Training is important for the shops and trades because it not only enhances skills but also helps improve safety and keeps teams up to date with best practices. Training ensures operations run smoothly and effectively. And, hey, learning is fun!

Ask the grounds workers, refrigeration mechanics, or the electricians: After going through training recently, these shops are equipped for tackling any challenge that comes their way.

Kody Egolf, pipefitter foreperson, explains that "training is very important not just for our trade, but for the knowledge we gain and the safety of everyone here at the university."

The mechanics have participated in multiple training sessions, including:

- ClimaCool heat recovery chiller training
- AL2 refrigerant training
- LG variable refrigerant flow systems (VRFs) training
- Grainger training
- Illinois supervisory skills training
- HR series training

The goal of the ClimaCool heat recovery chiller training was to gain knowledge about the new equipment, which has been increasingly used for heating and cooling on campus. Two members of the shop were



selected for this four-day training due to their active involvement with the heat recovery chillers on campus.

During the training, participants engaged in both classroom instruction and hands-on experience. They learned about the operation of the chillers and participated in practical sessions where they opened the units, connected computers for startup and setup procedures, and diagnosed issues.

"This training has been beneficial to us from the day the two individuals returned from it," said Egolf.

Todd Woods, electrician foreperson, encourages all members of the shop to participate in supervisory training. "Safety is a priority in our shop, and we want everyone to go home healthy. Our field is constantly evolving, and we want our crews to be up to date on the latest technologies," said Woods.

The electricians have undergone training in safety, new technologies, and supervisory skills. The electricians shop offers specific training associated with their line of work, including arc flash, lockout/tagout, and lighting controls. Safety and ethics training is conducted online, while specialty training is typically delivered in person by an external professional.

"Training is required to improve our interactions with everyone on campus and ensure we are doing things ethically," said Woods.

The grounds team training covers a range of skills and knowledge areas, focusing on refining core techniques and introducing newer technologies relevant to their work. This includes both basic and advanced skills for landscape management, as well as more specific techniques in areas like irrigation, equipment handling, and sustainable practices. The grounds workers have participated in multiple sessions and conferences, including:

- Grainger learning
- Annual training
- Professional Grounds Management Society (PGMS)
- APPA (formerly the Association of Physical Plant Administrators)
- Big Ten Landscape Architects and Grounds Managers Conference

The shop utilizes a combination of hands-on, in-field workshops and classroom-based learning. The sessions are led by a mix of internal experts from F&S, senior Grounds staff, and external professionals.

The tree crew took part in a specialized arborist rescue training. The program included two hours of classroom instruction, followed by three hours of hands-on, in-field exercises. This training equipped the crew with critical skills for safely performing aerial rescues, ensuring they are prepared to respond effectively in emergencies involving tree workers.



Check out more here.

or Go To:  
<https://go.fs.illinois.edu/Excellence>

## CRUCIAL CONVERSATIONS TRAINING

F&S team members were invited to a unique two-day training event titled Crucial Conversations, designed to unlock the power of effective dialogue and enhance influence as a communicator.

The communication skills taught focus on a specific kind of interaction: those when stakes are high, opinions vary, and emotions run strong. This is not a course on winning friends or winning people to your way of thinking; it's about strengthening relationships and securing results in the moments that matter most.

Trainees learned nine powerful skills for working through disagreement to achieve better results, including strategies like looking for mutual purpose, exploring others' paths, and more.



## INTERNSHIP: A JOURNEY OF UNFORGETTABLE MOMENTS

By Jalynn Bugaj, F&S Customer Relations & Communications Intern

As a Customer Relations and Communication (CRC) intern at F&S, I've had the incredible opportunity to gain invaluable experiences, meet some of the most hardworking individuals, and enjoy a unique inside



perspective of the University of Illinois as a student. From touring Abbott Power Plant and attending the Agrivoltaics Field Day at Solar Farm 2.0 to having the honor of interviewing University President Tim Killeen and his wife, Roberta Johnson Killeen, this role has been nothing short of extraordinary. I've also had the chance to capture unforgettable moments—photographing roofers on top of the Large Animal Clinic, capturing Bike to Work Day events across campus, and documenting an ROTC cadet rappel down Memorial Stadium before a football game. One of my favorite parts of this role has been helping manage the social media platforms, especially curating content for the F&S Instagram account. I enjoy the Instagram account most because it gives me the opportunity to create posts that resonate with people and share content they find interesting or enjoyable. Writing for the Insider website has been another highlight, including stories about the craftsmanship behind the Memorial Stadium colonnades club drink rail created by five F&S shops, and the restoration of the Altgeld Hall grandfather clock. Writing about the remarkable women of F&S was especially memorable, and their stories left me feeling truly inspired. I had the privilege of meeting women who, even in a male-dominated field, had confidence in their abilities, pursued their passions with strength, and held their heads high. Being an intern at F&S has not only been a privilege but also a deeply rewarding journey that has improved my skills, broadened my perspective, and given me memories I'll cherish forever.

# RECENT F&S HIRES

**Cody Bainbridge**  
Electrical Engineer Specialist

**Benjamin Blacker**  
Senior Construction Project Manager

**Jacob Buoy**  
Automotive Technician Assistant

**Nicole Burnette**  
Building Service Worker

**Emmett Catlin**  
Assistant Steam Distribution Operator

**Vernon Comer**  
Building Service Worker

**Michelle Davis**  
Procurement Officer Assistant

**Timothy Davis**  
Automotive Technician Assistant

**Joshua Dodds**  
Electrician

**Thomas Durbin**  
Mechanical Engineer

**Mike Engelman**  
Building Service Worker

**Robert Foxx-Boyd**  
Construction Project Coordinator II

**Draven Funkhouser-Strawser**  
Building Service Worker

**Andrew Graumlich**  
Architect

**Keelan Hensley**  
Building Service Worker

**Anthony Howell**  
Apprentice Carpenter

**Cody Jones**  
Electrician

**Yajurva Joshi**  
Undergraduate Hourly

**Andy Kester**  
Assistant Steam Distribution Operator

**Nicole Kirkham**  
Building Service Worker

**Ray Kochevar II**  
Building Service Worker

**Jonathan Koon**  
Architect Intern

**Jacob Lietz**  
Sheet Metal Sub-Foreperson

**Carl Lindy**  
Automotive Technician Assistant

**Joseph Logan**  
Construction Project Coordinator II

**Dylan McCall**  
Building Service Worker

**Dorothy McCarthy**  
Building Service Worker

**Walter McClyde**  
Building Service Worker

**Patrick McIntosh**  
Electrician

**Emily Miller**  
Office Support Specialist

**Brooklynn Nesbitt**  
Building Service Worker

**Megan OConnell**  
Utility Engineer Specialist

**Zachary Patterson**  
Facilities Operations Specialist

**Rose Paul**  
Office Support Specialist

**Eli Scott Remington**  
Direct Digital Control Specialist

**Jason Reynolds**  
Job Order Project Contract Specialist

**Trent Simpson**  
Pipefitter- Refrigeration Mechanic

**Joshua Stillabower**  
Building Service Worker

**Joseph Taylor**  
Direct Digital Control Specialist 3

**Noel Truong**  
IT System Administrator

**Charles Wade Rippy**  
Electrician

**Mira Washington**  
Building Service Worker

**Shane Weeks**  
Building Service Worker

**James Wells**  
Assistant Steam Distribution Operator

**Dan White**  
Electrician

**Michelle Wright**  
Office Support Specialist

**Paul Wright**  
Steam and Power Plant II

**Lori Young**  
Facility Operations Coordinator

**Tim Yuenger**  
Pipefitter

## SUPERVISORY POSITIONS



**Jeff Angiel**  
Associate Vice Chancellor & Executive Director of Facilities & Services



**Macie Sinn**  
Assistant Director, Transportation & Building Services



**Demeka Poke**  
Building Services Foreperson



**Shawn Beyers**  
Building Services Foreperson

# STRATEGIC PLAN UPDATE

In keeping with our commitment to transparent communication with all stakeholders, we are pleased to share the latest updates on the Facilities & Services (F&S) Strategic Plan, along with our vision for the future. Following productive leadership meetings and small committee discussions, we have made significant progress and want to keep you informed about the next steps in this important process. The upcoming strategic plan will not only reflect where we are today, but also set the course for our continued growth and success.

## KEY UPDATES AND PROGRESS

- 1. Themes Identified:** We have worked collaboratively to identify the key themes that will guide our strategic direction. These themes will serve as the foundation of our work, ensuring we stay focused on what truly matters as we strive for excellence in service, operations, and team cohesion.
- 2. A New Purpose Statement:** In place of our former mission and vision statement, we have drafted a new purpose statement that better aligns with our current values and future aspirations. This updated purpose will reflect our evolving priorities, emphasizing our collective commitment to service excellence, innovation, and community support.
- 3. Values-Based Behavior Standards:** Our core values of Trust, Respect, Accountability, Integrity, and Teamwork remain unchanged. However, we have introduced new behavior standards for the values of Safety and Perseverance to enhance our work culture. These updated standards will help ensure that we are consistently reinforcing these essential values in our day-to-day operations and interactions.
- 4. A Shift in Language:** As part of our ongoing commitment to fostering a more inclusive and collaborative environment, we are shifting from referring to F&S staff as "employees" to team members. This change reflects our belief that each individual contributes to the success of F&S and reinforces our collective responsibility in achieving our shared goals.
- 5. Aligning with the Campus Strategic Plan:** As we continue our work, we are aligning the F&S strategic plan with the broader campus strategic priorities. This alignment ensures that F&S is not only advancing its own mission but is also

contributing to the overall success of the university community. We will keep you updated on these efforts as we move forward.

## LOOKING AHEAD: A CONTINUATION OF OUR PROGRESS

Our next strategic plan will build on the work we've done thus far and will serve as a natural continuation of the progress we've made together. While we've made updates to our purpose statement, values, and team language, the core focus of our strategy remains the same: to create a culture of safety, accountability, and excellence that supports the university's mission and goals.

As we refine our strategic direction, we are also working to ensure that our efforts are aligned with the broader goals of the campus. This will help position F&S as an integral part of the university's success, supporting both the campus community and the people who work within it.

## WHAT'S NEXT?

We are committed to keeping you engaged as we continue this journey. The next version of the strategic plan is expected to be published during the spring semester, and we will share further updates as we finalize the details. We value your ongoing input and participation in this process, as your perspectives are crucial in shaping the future of F&S.



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Questions, ideas, or comments?  
Email [fscustomerrelations@illinois.edu](mailto:fscustomerrelations@illinois.edu).

