



COMMUNICATIONS & INFORMATION SERVICES

COMMUNICATIONS & PUBLIC RELATIONS Annual Report 2016

November 4, 2016

EXECUTIVE SUMMARY



The Communications & Public Relations subunit of Facilities Services has continued to expand on existing internal and external programs in promotion of the department while also developing new initiatives to further its reach throughout campus and the Knoxville community.

As with previous years, the responsibilities of the communications coordinator expanded throughout 2016. The subunit's goals were accomplished and several additional unplanned projects were completed.

One of the subunit's largest ongoing projects is the planning and promotion of the 2017 TNAPPA Conference hosted by UT Knoxville. The coordinator is spearheading the planning process and organizes all committees and information. The result will be a well-organized conference that hosts more than 250 attendees and 65-plus sponsor companies.

The coordinator has continued involvement with the Office of Emergency Management and campus safety. The Facilities Services Emergency response plan is compiled and edited by the coordinator who also acts as a campus-wide Public Information Officer along with two other individuals on campus.

Facilities Fundamentals Workshops are a continued success with overwhelmingly positive feedback from campus attendees. The workshops have a following on campus and attendance continues to increase. The DIY videos accompanying the workshops are also well received and expands on the department's outreach.

The Facilities Services Department social media presence continues to grow and its Twitter account has now become an established avenue for campus customers to contact the department. Questions, complements and concerns are fielded by the communications coordinator through the platform.

Department recognition programs continue to be a success and have become a customary practice within Facilities.

Surveys – FPI, customer satisfaction, and employee satisfaction are completed annually by the communications coordinator and continue to act as benchmarking tools for the department.

The communications coordinator has taken over the management of the Cone Zone program, both the website and physical signs on campus.

Rebranding of the department has been a success and quality control provided by the coordinator continues through Facilities Services and campus.

As more responsibilities are taken on by the subunit there are hopes to expand the team. Adding an additional full time position will aid in the delegation of tasks, enabling the subunit to further expand its reach throughout the department and campus.

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ACCOMPLISHMENTS

Website Development & Maintenance

The communications coordinator is responsible for the development and maintenance of the Facilities Services website, as well as several other related campus or organization sites including the Cone Zone site, Master Plan site, and TNAPPA site. The coordinator is responsible for content development, site organization, and maintenance on each of the above listed sites.

TNAPPA Conference 2017

UT Knoxville will host the 2017 TNAPPA Conference. The communications coordinator has taken on the lead planning role for the conference committees. The coordinator has formed the planning timelines and committees, serves on several planning committees, acts as the link between the committees and TNAPPA and UT Conferences, maintains both the TNAPPA website and the Facilities conferences pages, organizes meetings, and keeps all committee members on track.



TNAPPA Website



During the Tri-APPA 2016 Conference the communications coordinator was voted onto the TNAPPA Board as the organization's website editor. In this two year role the coordinator will be responsible for updating and maintaining TNAPPA's website, publishing documents, and communicating pertinent information to TNAPPA members.

Facilities Services Annual Report

The Facilities Services Annual Report was completed by the communications coordinator again in 2016. The 60 page document details a department overview, unit summaries, unit/subunit annual reports, and benchmarking information from Sightlines and the APPA FPI Survey. The communications coordinator worked with each Facilities Services unit and subunit to update their summary and annual review information to compile for the department-wide document. The report was then published on the Facilities website and to campus.

Facilities Fundamentals Workshops



Communications & PR launched the Facilities Fundamentals Workshop program in 2015 and has overseen and managed the continuation of the project. The department has successfully hosted seven separate workshops: Helpful Tips for the DIY Gardener, Everyday Sustainability for Home & Work, Professional Tips for the Interior Painter, UT Zero Waste Principles & Practices, Plumbing & Heating Essentials, Pest Control, and Tree Care: Roots to Shoots. The communications coordinator plans and organizes these workshops from beginning to end. This includes scheduling spaces, publicizing the event, creating content, producing workshop videos, and sending out supplementary materials and surveys after the workshops.

Feedback from workshop participants has been overwhelmingly positive.

Facilities Services DIY Video Series

Following the success of the Facilities Fundamentals Workshops, the Communications & PR subunit launched its Facilities Services DIY Series on YouTube. This video series compresses the information presented in the Facilities Fundamentals Workshops into short, two to three minute videos that cover a variety of topics. It is the communications coordinator's goal to cover each unit and subunit in the department.



ACCOMPLISHMENTS

Office of Emergency Management

The communications coordinator is involved with Facilities Services' portion of emergency management in various levels. The coordinator acts as the Emergency Operations Center Coordinator for the department, as well as the head of the call center. The subunit is also responsible for the maintenance of the department's Emergency Response Plan that ties into campus-wide emergency response. In addition, the communications coordinator acts as the campus-wide Public Information Officer for Facilities Services-related emergencies.

Social Media Outreach



The Communications & PR subunit is responsible for the management of all the Facilities Services Social Media platforms. The subunit has maintained its existing social media accounts and has further expanded into its new platforms, Pinterest and YouTube. The reach of the department's social media accounts has expanded significantly during the past 12 months. The Facilities Services Twitter account now has 832 followers compared to 600 in October 2015, the Instagram page has 333 followers compared to 214 in October 2015, Facebook likes have increased to 369 from 287, we have 60 followers on Pinterest, and 20 subscribers with 2,486 views on YouTube.

Employee Recognition Programs

Communications & PR organizes and promotes departmental recognition programs. These programs include Employee of the Month, Perfect Attendance, and Exceptional Team awards. Employee of the Month has been a great success. The exceptional Team parties and gift cards are organized by Communications & Public Relations.



American School & University

During the course of the year the subunit organized, created, and submitted eight separate portfolios featuring campus buildings for American School & University publications. The portfolios consisted of architectural-style images, which the communications coordinator organized and shot with the assistance of UT Photography, project data, site plans, and manufacturers' lists. Portfolios were submitted to two different magazines: Educational Interiors and Architectural Portfolios. All of the University of Tennessee Submissions were selected for publication in both magazines. These projects included Strong Hall, Engineering Quad, Stokely Family Residence Hall (2), Tickle Engineering Building, Henson Hall, Mossman Building, and Student Union Phase I.

APPA FPI Survey



Each year, the communications coordinator is responsible for the completion of the 450-question APPA FPI Survey. The coordinator gathers all of the necessary information from Facilities, as well as other campus units. This survey is used for department-wide benchmarking purposes.

Program Management Documents

The Communications & PR subunit created Program Management documents in direct response to outsourcing companies. An individual document was created by the communications coordinator for UT Knoxville, UT Martin, UT Chattanooga, UT Health Science Center, and UT System. Each document detailed the campus facilities department's productivity and briefly described their various responsibilities.

Spring & Summer Project Catalogs

The 2016 Spring and 2016 Summer Projects Catalogs were produced and publicized by the Communications & PR subunit. These documents detailed major spring and fall projects that were completed by each Facilities unit and subunit, as well as the planned projects for the summer. The coordinator compiled and formatted all of the information for the department-wide document.

ACCOMPLISHMENTS

Employee Satisfaction Survey



In March 2016 the Communications & PR subunit conducted and tabulated the Facilities Services Employee Satisfaction Survey to evaluate the perspectives and opinions of the department's employees regarding the conditions surrounding their daily work experience. More than 120 employees participated in the 2016 survey and the subunit compiled the results into a detailed report. Communications & PR will conduct the survey again in early 2017.

Customer Satisfaction Survey

The subunit also conducted baseline surveys among a group of campus customers in the fall of 2015. These results were tabulated for comparison with future years. Currently the subunit is conducting the 2016 customer satisfaction survey among Building Representatives and building occupants.

Once the survey has closed, the communications coordinator will draft a report with the results.

Building Representatives List

The subunit continues to update the campus-wide Building Representative List three times annually. This affords Facilities Services the ability to keep a more accurate list for both maintenance and emergency preparedness. The subunit also compiled an emergency contact list for the use of Emergency Management and UTPD. The public list is available on the Facilities Services website in addition to a representative fact sheet.

Cone Zone Website

In the past, the communications coordinator has worked with UT Media & Internal Relations to provide timely updates and image to the Cone Zone website. As of summer 2016 the Cone Zone site is now maintained and updated by the communications coordinator through WordPress. The coordinator worked with Media & Internal Relations to redesign the site for increased usability. This updated site launched in August 2016.

Cone Zone Signs

The subunit has also taken on the task of keeping detailed records of physical Cone Zone signs on campus. An interactive map has been created that links photos of signs in the designated map areas. This map will be used to update signs in disrepair and to keep track of signs that may be out of date.



Department Policies

The Communications & Public Relations subunit has continued to update and maintain department policies throughout 2016. All of these policies are kept up to date by the communications coordinator and the most recent copies are published on the Facilities Services website's policies and procedures page.

Public Relations

The subunit works extensively with UT Media & Internal Relations to promote the Facilities Services Department. Releases involving departmental and employee successes have been consistently distributed throughout media relations, as have project updates and events. TN Today and Vol Update publish Facilities releases, and several are picked up by local media as well. The subunit also works with local media outlets to provide media availabilities and interview opportunities. This has led to the distribution of Facilities stories in Knoxville and other local media markets.

ACCOMPLISHMENTS

Department Branding

The subunit continues to work with all Facilities Services units to ensure all UT branding standards and guidelines are met. The coordinator reviews and approves designs that appear throughout campus including mats, dispensers, and graphics.

Newsletters

The Communications & Public Relations subunit has continued to maintain and expand upon the content in both Facilities Services Weekly and the Facilitator. The bi-monthly newsletter is consistently more than 16 pages, and Facilities Weekly has steady participation for all of the Facilities subunits. Distribution lists for both newsletters has continued to grow in 2016.



VISION

Communication has the ability to create. Relaying accurate information creates confidence in an organization, both internally and externally. Confidence in Facilities Services is paramount to achieving its many goals. This confidence will translate into a transformed image of what Facilities Services truly is, and how it is not only in line with, but crucial to, the overall goals of the University of Tennessee, Knoxville. A position reputation and relationship with customers and employees is built in part by open communication. Clear communication is critical to the success of an organization as it shapes ideas and attitudes, and also promotes productivity. Outlined below is the three tiered path Communications & Public Relations can travel to achieve the subunit's goals.

Short-Term Vision (Three to Six Months)

During the next six months the Communications & Public Relations subunit will continue to work on existing projects and initiatives, perform annual tasks, and begin work on new projects. The team consists of three members, a communications coordinator and two part-time student assistants.

TNAPPA: The communications coordinator has been acting as the planning lead for the upcoming TNAPPA Conference in May 2017. This tasks involves organizing all planning committees, distributing announcements to TNAPPA, SRAPPA, and APPA members, updating information on the TNAPPA website, serving on several committees, acting as coordinator between UT, TNAPPA, UT Conferences, and UT Athletics Facilities. The planning and execution of this conference will continue to be a major component of the work completed by the subunit during the next six months.

Building Representatives: The subunit will continue to maintain and update both the public and private (emergency contact) Building Representative lists. Updates will be completed three times annually to ensure the list is as up-to-date and comprehensive as possible. Surveying of Building Representatives began in the fall of 2016 when a general customer satisfaction survey was distributed. A targeted Building Representative survey will be distributed in early 2017.

TNAPPA Board: The communications coordinator was voted onto the TNAPPA Board during the summer of 2016. This is a two year position and responsibilities will include management of the TNAPPA website, distributing announcements, helping to organize scholarships, and assisting with TNAPPA Conference planning at UTC for 2018.

Facilities Services Website: Updates are made to the Facilities Services website on a weekly basis. These updates are the responsibility of the communications coordinator. There is a plan in place to migrate the site over to WordPress. Once on the new platform the updates will remain the responsibility of the coordinator.

Workshops: With the continued success of the Facilities Fundamentals Workshops the communications coordinator will continue to organize, plan, advertise and host workshops throughout the year. With the impending TNAPPA Conference the coordinator will host two workshops during the 2016-2017 academic year instead of four. The regular schedule will be back in place as of fall 2017.

Newsletters: The communications coordinator will maintain the standard of content in both Facilities newsletters. The Facilitator will receive an updated design in 2017 which should take place with the publication after the first of the year. Mailing lists for both newsletters will also be expanded as they have in the past two years.

Vol Vision Benchmarks: The communications coordinator will work with the associate vice chancellor of Facilities along with directors to create the department's Vol Vision Benchmark document for the use of the Vice Chancellor of Finance & Administration.

Chancellor Transition Document: The communications coordinator will create a transition document for the incoming UT Chancellor. This document will be created with the cooperation of the associate vice chancellor of Facilities and all directors. This high level executive summary will include reorganization details, initiatives, and accomplishments within the department.

Recognition/Department Involvement: The Communications & Public Relations subunit will continue to organize, execute and publicize the Employee of the Month, Exceptional Team, and Perfect Attendance programs.

VISION

Facilities Services Promotional Video: The communications coordinator is working with UT Video & Photography to create a promotional video featuring several different aspects of the Facilities Services Department. This video is meant to emphasize the department's impact on the UT campus. The coordinator has provided an overall outline, will write scripts in conjunction with the video producer and will provide additional content as needed. This video will be complete in spring 2017.

Service Guide: The Facilities Services Department Service Guide and web pages created by the communications coordinator undergo two updates annually. The second update in 2016 will take place just before the end of the year.

Employee Survey: The subunit will organize and distribute the 2017 employee satisfaction survey in March 2017. If the participation numbers are higher than those in 2016, there will be plans to turn the annual survey into a bi-annual survey. Survey results will be compiled and distributed by the communications coordinator.

Customer Survey: The 2016 customer satisfaction survey is currently underway. The coordinator will compile all results and create a report used to benchmarking, tracking and survey purposes. This will be completed by the end of 2016.

Department Events: The coordinator will continue to plan annual department events. The upcoming department holiday parties are planned and executed by the coordinator. These parties include first shift – 550 individuals, Building Services and Zone Maintenance third shift – 65 individuals, and Steam Plant second and third shift – eight individuals. Each parties includes meal planning, prize drawings, and transportation (with the exception of Steam Plant).

APPA FPI Survey: The communications coordinator is responsible for the completion of the 450 question APPA FPI Survey in 2016. The coordinator will gather all of the necessary information from Facilities, as well as other campus units. This year's survey will be complete by the December 12th deadline.

Mid-Term Vision (One to Two Years)

In addition to the subunit's ongoing projects, many listed above, Communications & Public Relations also has several mid-term goals the subunit is set to achieve in the next few years. With the addition of new projects, the coordinator may need to reevaluate if the goal scope is attainable with the size of the current team.

Marketing: The communications coordinator will continue to work on the departmental marketing campaigns for Make Orange Green, UT Recycling, Sustainability, Arboriculture, Stormwater Management, One Call and the department as a whole. The coordinator will work with the managers of each of the subunits, along with UT Creative Communications, to ensure the campaigns fit specific needs. There are also plans to further expand Make Orange Green and to emphasize the different units involved in this call to action. The responsibility of approving all university branding products provided by Building Services also falls under the purview of the communications coordinator.

Customer Handbook: The Facilities Customer handbook is updated annually. The handbook will receive an update during the summer of 2017, after the TNAPPA Conference is over. This update will be similar to the one completed in 2016.

Facilities Services Website: Updates to the Facilities Services website are ongoing. Design and graphic updates will continue to take place and content changes are and will remain constant. All of the updates ensure that the website remains relevant and user friendly for Facilities Services customers.

Social Media: As with previous years, the communications coordinator will set quarterly expansion goals for all Facilities Services social media. There will be a particular emphasis on YouTube in 2017, as there was in 2016, with the expansion of the Facilities Services DIY Series. With each new video the coordinator also expands its Pinterest following.

Customer Satisfaction Survey: It is the goal of the Communications & PR subunit to increase the use of surveys both internally and externally during the next few years. Customer satisfaction surveys will be distributed to both campus customers and Building Representatives. Creating a more specific survey for each group will help Facilities to realize areas of improvement while providing the best possible customer services to campus.

VISION

Facilities Services DIY Series: Combined, Facilities Services YouTube videos have been viewed more than 2,400 from individuals in five different countries (74% US). In 2017 the subunit plans to create several more videos to showcase various units and subunits in the department. Once the series has covered at least a quarter of the department, it is the subunit's goal to promote the series beyond UT's campus.

Operational & Maintenance Policy and Procedure Manual: The Communications & Public Relations subunit will collaborate with Employee Training & Development to create a standardized SOP format and central repository with the aid of department units and subunits. The communications coordinator and training staff members will work with different units to systematically complete the standardized SOP format. This information will be placed in a supplement unit handbook which will go along with the overall Facilities Services Employee Handbook.

Video Production: In addition to the DIY and Workshop videos produced by the Communications & PR subunit on a regular basis, it is also the subunit's goal to create informational videos showcasing each department unit. These videos will be featured on the Facilities website and on its YouTube Channel. The goal is to have these videos completely produced by the end of 2016.

National Publications: As in years past, the communications coordinator will continue to submit portfolios to American School & University publications. The coordinator will also seek out national exposure through specialized publications that feature sustainability, landscaping, construction, recycling, etc. This process has already begun with arboriculture and sustainability.

Department Annual Report: An annual report created for the department again in 2016 and the communications coordinator will continue to create this document on an annual basis. The coordinator will gather, format, and publicize this annual review every year.

Long-Term Vision (Three to Five Years)

Again, many of the projects and goals of the Communications & Public Relations subunit are continual. There are some projects the team will work on that are planned to come to fruition within the next three to five years.

Frontline Communication: It is the subunit's goal to create a frontline communication standard with the implementation of future phases of Archibus and the distribution of handheld devices. A formal plan will be organized and implemented as Archibus rolls out in phases.

Communications Plan: The communications coordinator has set a goal to have a standardized communication plan in place for various forms of communicate (students, faculty, staff, building occupants, building representatives, media, departmental, and emergency). The information we gather through surveying these different groups will help us to form these communications standards. These will most likely be several drafts and revisions to each of these plans. Once they are in place, they should function organically and will be updated as necessary.

Branding/Marketing: The branding and marketing of the Facilities Services Department and its units has been established, but with most branding, will become fluid over time. The communications coordinator will work to ensure the department's image falls in line with the overall branding of the university, in turn being representative of the mission and goals of UT, Knoxville.

CHALLENGES/NEEDS ASSESSMENT

While the Communications & Public Relations subunit completes its targeted goals, there is always room for improvement. One challenge that has faced the subunit as additional responsibilities and projects are taken on is the size of the Communications & PR team. Time is at a premium with one full time employee and two part time student employees.

During 2016, as with previous years the subunit has taken on several new projects which have taken a substantial amount of time to complete. While the team has stayed on task, scheduling and prioritizing has been challenging.

If the communications coordinator continues to take on additional responsibilities in the future, adding to the subunit may be a crucial element to its success and growth.

While the communications coordinator did hire a student to assist in web development and design, that student has since graduated. With the relatively quick turnover of students, most detailed and technical tasks fall back on the communications coordinator. With the amount of projects requiring this level of attention, scheduling and management become an issue.

Hiring an additional full time employee can help to further develop the subunit and would allow for large scale projects to be completed in a timely manner.

While it has improved during the last year, departmental participation still remains one of the overarching challenges the subunit faces. Digital, print, and in-person communications are disregarded by segments of the department.

By increasing the visibility of the communications coordinator throughout the department, some of these difficulties may be overcome.

Another challenge experienced by the subunit is the lack of consistency when updating information. This is true for both web content and the project material. In spite of efforts to standardize the process of updating this information, many processes are not followed by those outside of the subunit. This causes delays in publishing content both through the Communications & Public Relations subunit and through university-wide media.

The communications coordinator will again put a renewed emphasis on the importance of getting information and updates out on a timely basis and will reassess the situation in the months to come.

STRATEGIC PLAN

Open, Accessible Public Areas

ADA Locations: Communicate to campus the available maps of ADA accessibility locations on the Facilities Services website (building entrances, ramps, restrooms, sidewalk cuts, etc.)

Cone Zone Website: Continue to update copy and images on a monthly basis as needed.

Cone Zone Signs: Continue to update as necessary and track using interactive map. Order new signs where needed and provide information as necessary.

Website: Scheduled updates on bi-weekly basis and as requested by units and subunits. Assist in migration to WordPress.

Team Involvements/Increased Visibility & Customer Service

TNAPPA Conference Planning: Continue to spearhead the organizational efforts in the conference planning. Act as liaison between different departments and act as main point of contact in all areas.

PR/Facilitator/Facilities Weekly: The subunit will continue to draft and publish press releases highlighting the department's story. This includes organizing media availability to reach the Knoxville community. The communications coordinator will also continue to create and distribute Facilities Weekly and The Facilitator within the department and will continue to expand distribution throughout campus.

One Call Number: The subunit has worked with UT Media Relations & Creative Communications to rebrand the Facilities Services One Call Number. These rebranded materials are now being used on campus and further promotion of the service is planned in the upcoming months with the testing and implementation of the one call email also created by the communications coordinator.

Service Guide: Update the Service Guide document and web pages as scheduled. Promote through communication channels on campus – Communicators LISTSERV, Building Representatives, social media, and TN Today.

Customer Handbook: Update the Customer Handbook as scheduled. Promote through communication channels on campus – Communicators LISTSERV, Building Representatives, social media, and TN Today.

Facilities Services Manual: The communications coordinator will work with Employee Training & Development to create a Facilities Services Operational & Maintenance Policy and Procedure manual for the department. The goal is to first complete the generalized department-wide manual, and then work with individual units to create supplemental materials.

Social Media: It is the subunit's goal to expand the department's reach on social media. The subunit will continue to post daily and will add additional accounts as needed. The communications coordinator also works with the administrators of the campus-wide social media sites to further extend Facilities' reach to campus.

Building Occupant Communication: The Building Representative List has been expanded to ensure all facilities on the main and agricultural campuses are included. The depth of the list has also been increased and emergency contact numbers have been maintained for Emergency Management, Facilities, and UTPD use. This list will be updated three times annually to ensure it is up-to-date and comprehensive.

Field Customer Complaints: The communications coordinator will continue to direct customer feedback, both positive and negative, to the appropriate units within the department.

Employee Recognition: The Employee of the Month, Exceptional Team, and perfect Attendance employee recognition programs will continue to be organized and publicized through the Communications & Public Relations office. All events associated with programs will also be planned and executed by the subunit.

Video Production: Production of DIY and unit videos will continue throughout the year and beyond. These videos will be promoted appropriately to campus and outside interests. The communications coordinator will also work with UT Video & Photography to produce a promotional video for the department.

STRATEGIC PLAN

Project Catalogs: Continue to produce project catalogs three times annually detailing the projects completed and projected by Facilities Services. Promote to campus.

National Publications: The communications coordinator will continue to submit specialized items to national publications in promotion of the department and university as a whole.

Department Events: The communications coordinator will continue to plan, organize, and publicize department events throughout the year.

Reduce Operation Costs/Increase Efficiencies/Benchmarking & Reporting

Annual Report: Continue to compile information for and create department annual report. Promote as appropriate.

APPA FPI Survey/Customer & Employee Satisfaction Surveys: The communications coordinator will continue to complete the department's FPI Survey, as well as create, distribute, organize, and compile the customer and employee satisfaction surveys.

New Facilities: The communications coordinator will continue to promote new facilities and give updates as needed.

Joint Campus/Facilities Ventures/Facilities Fundamentals Workshops: The communication coordinator will continue to promote, organize and host joint campus-Facilities Services ventures through various avenues.

Facilities Services Emergency Response Plan: The Communications & Public Relations subunit will continue to assist in the maintenance and organization of the master copy of the Facilities Services Emergency Response Plan. The communications coordinator also participates in the EOC and makes suggested changes as necessary to the ERC. As of 2016 the coordinator is acting as one of three Public Information Officers for campus – organized through the Office of Emergency Management.

PERFORMANCE TRACKING/EVALUATION

Many of the Communications & Public Relations projects have set deadlines and publish dates. The communications coordinator keeps track of these deadlines internally and holds weekly meetings with student assistants to track the progress of ongoing projects.

The subunit also participates in the Communications & Information Services weekly meetings where the communications coordinator reports on the subunit's ongoing progress toward set goals.

Some projects the subunit undertakes do not have set deadlines. In this case, the office creates reasonable timelines to project progress and completion. These timelines are followed and met under the supervision of the communications coordinator.

One aspect of the Communications & PR subunit that the communications coordinator keeps constant track of is the department's social media following. Quarterly goals are set and if these goals are not met the office's strategies are reassessed and efforts are modified.

TEAM MEMBERS



Brooke Krempa: Communications Coordinator
Departmental and Interdepartmental Communications and Public Relations



Karen Martinez: Student Assistant (Current)
Assists in Departmental and Interdepartmental Communications and Public Relations



Anais Duenas: Student Assistant (Current)
Assists in Departmental and Interdepartmental Communications and Public Relations



Ashley Slimp: Student Assistant (May – August 2016)
Assisted in Departmental and Interdepartmental Communications and Public Relations



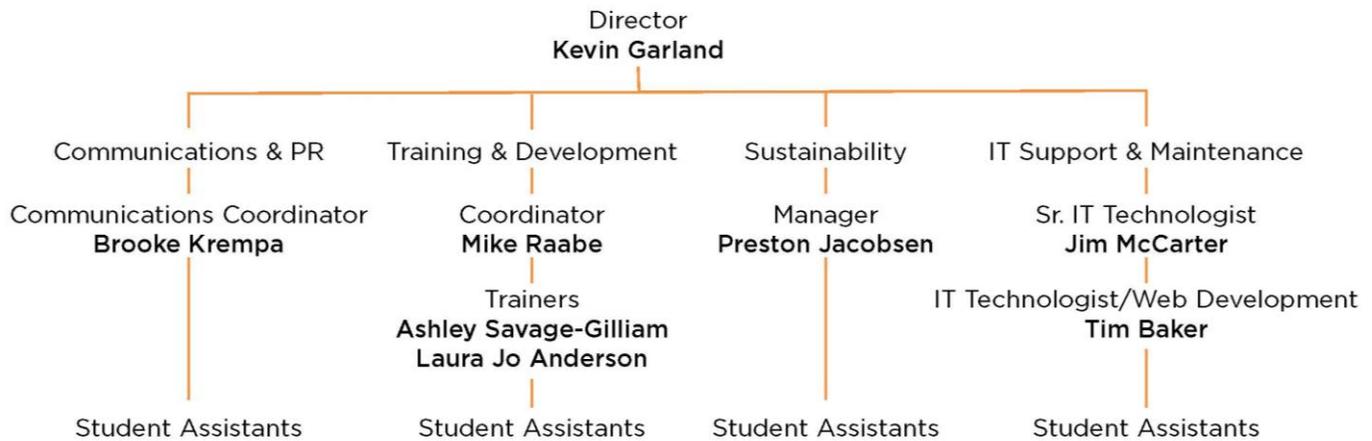
Caroline Sullivan: Student Assistant (2015-2016)
Assisted in Departmental and Interdepartmental Communications and Public Relations



Jordan Hollingshed: Student Assistant (2014-2016)
Assisted in Departmental and Interdepartmental Communications and Public Relations

ORGANIZATIONAL CHART

Communications & Info Services Organizational Chart





THE UNIVERSITY OF
TENNESSEE
KNOXVILLE

FACILITIES SERVICES

COMMUNICATIONS & PR
ANNUAL REPORT
2016

Facilities Services Department

2040 Sutherland Avenue
Knoxville, TN 37996

Phone: 865-974-2178

Fax: 865-974-7786

Email: admin@fs.utk.edu

Web site: fs.utk.edu