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FOR SEXUAL ASSAULT**

**HIGH EFFICIENCY  
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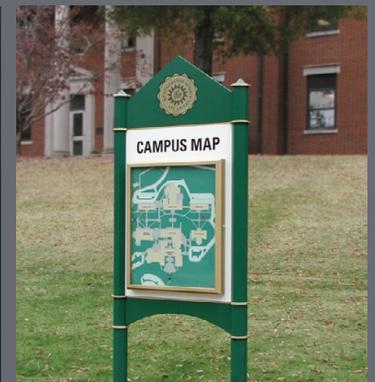
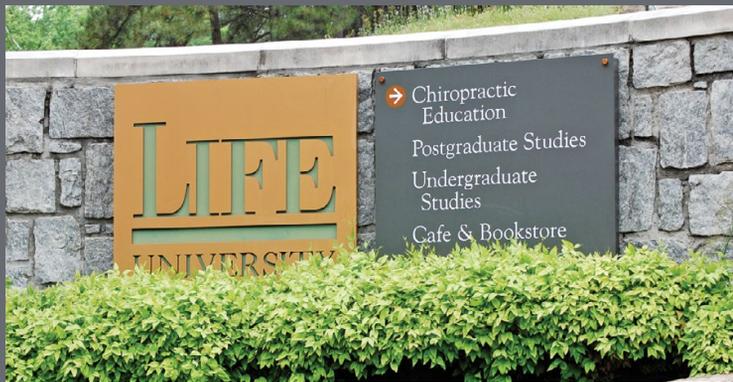
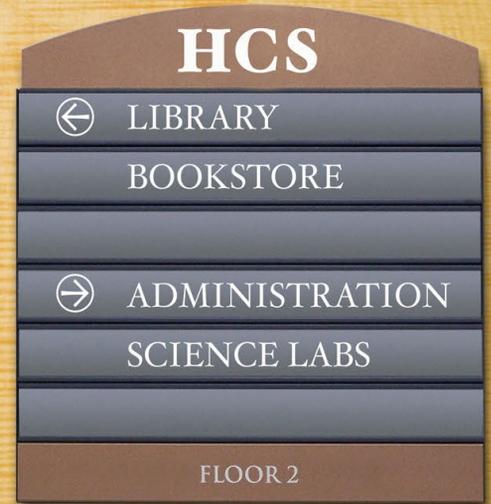
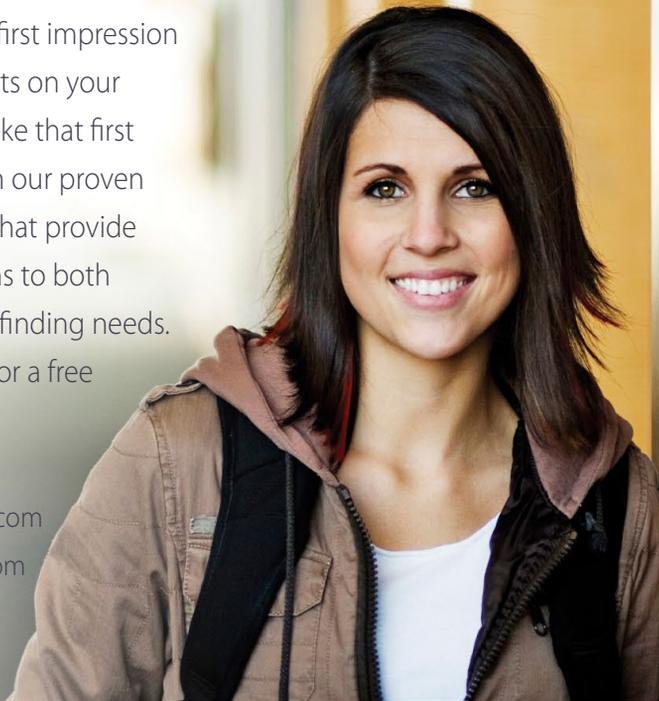
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**IN NURSING  
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## PREVENTION TACTICS FOR SEXUAL ASSAULT

by Jodi Hogerton

Thanks to recent efforts to boost awareness, more people are familiar with the shocking statistic: one out of five women is sexually assaulted while in college. Sexual assault and rape are also the most underreported crimes.



## BENTLEY, A LEADER IN SUSTAINABILITY

by Sheila Wagner

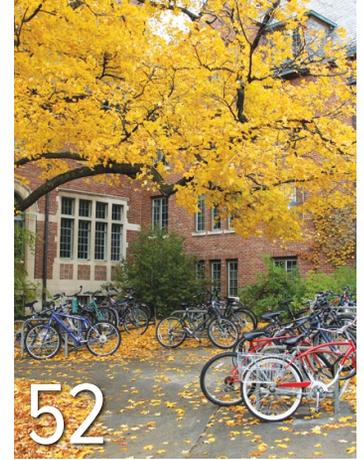
Bentley has an aggressive campus-wide carbon footprint reduction goal and a carbon neutrality date of 2030. When they began planning for a new multi-purpose ice arena, they wanted to do everything possible to make it energy efficient.



## CITY AS TEXT AT JOHNSON & WALES

by Melinda Law

At Johnson & Wales University's Charlotte campus, *City as Text* is an innovative Integrated Learning Course, where students combine what they learn in the classroom with real-world decisions and experiences.



## HIGH EFFICIENCY LEAF CLEANUP

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Fall maintenance and cleanup can be an overwhelming feat to complete in a tight window of time; however, timely removal of leaves is critical so that grass is not deprived of sun and oxygen.



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by Peter Torney

The completion of "Gonzaga Will: The Campaign for Our Future" was celebrated in early October having shattered an original \$250 Million goal thanks to the generosity of more than 40,000 donors, in a campaign that earned more than \$355 Million for the University's future.

# EDITOR'S LETTER

Over a year ago, my husband got a call from his father, who told him his mother was on a Life Flight helicopter, coming from the rural part of Alabama where they live to a major hospital in Birmingham—where we live—because she'd had a heart attack. They had just moved from Ohio to Lineville, Alabama, where they have 30 acres of land but no access to major medical centers. Though both of them are in their 70s, they work like people twenty years younger. They had been clearing land, painting, remodeling, and unpacking. They were preparing a barn and a fence for their horses when she passed out. When her husband couldn't rouse her, he called the paramedics who said they couldn't waste the travel time, which is why they recommended Life Flight.

As it turned out, the heart attack was more of a "technical" diagnosis based on blood work, and there was no substantial damage to the heart. While this sounded like the best possible news, the doctors had no explanation, which meant they had no plan for how to move forward, other than telling her to increase her salt intake and to elevate her feet whenever she grew dizzy. When a second episode happened just a few weeks later, they brought her by ambulance to Birmingham. As she had already been given a multitude of tests after the first attack, doctors determined she should have a loop recorder implanted because gathering data during an episode was the only way to determine what was happening. Then, she waited a year—hoping nothing more would happen, of course, but knowing that if it did that we would move a step closer to diagnosis.

Last month, she had another episode, and the paramedics in Lineville told her husband she'd had another heart attack and recommended Life Flight to minimize the damage. My husband and I were able to be there well before the helicopter arrived in Birmingham. Her husband had to drive from Lineville alone because they won't allow spouses on the helicopters.

Because this hospital is ranked one of the best in the nation, and they had helped my daughter several years ago during a medical crisis, I felt confident we would know more before the end of night. When we met the doctor, he seemed smart, competent, and caring. He spoke to all three of us, and then he spoke to my husband and me alone. Like a perfect model of compassionate care, he was focused on the humans in front of him and not the just the medical records. He left saying he would figure out what was happening, and I believed him. We never saw him again.

A young resident came in an hour later to read the loop recording, just to say he didn't see anything unusual; she had been diagnosed that evening only three hours before with a heart attack and flown in by helicopter to "avoid more damage," but the implant she had been wearing for months showed nothing. Instead of reading the frustration and fear in the room, he started to lecture her about how women her age needed plenty of rest and the right nutrition, while someone like him could stay up two nights in a row without eating. It was all I could do not to thump him squarely in the back of his head.

We never saw him again either. Someone came in at the five-hour mark to say she was being moved to a room where she would get a new team of doctors. There was no new team. There was a substandard bed and a straight-backed chair where her husband would have to sleep if he wanted to stay with her. The nurse told us to be glad she wasn't on a stretcher because she was lucky to get a bed. The next morning, they were sent home again with no news, no diagnosis other than the one she was given months before (dysautonomia), no treatment plan, and no hope.

At one point in the evening, she did receive compassionate care; what she didn't receive in that same evening was the required follow-through, even if it was just a conversation from the doctor who I was certain would be the hero in this narrative. While he exhibited sympathy and skillfully built trust—convincing us that he was on a mission to send this brave but scared woman home with a plan—in the end, she returned to Lineville more tired and hopeless than ever.

I wish that every school involved with training our country's future medical professionals would follow what Julie Lepianka is promoting at Cardinal Stritch University. I wish compassion and communication were the natural models because every one of us will face our own time in a hospital, whether as patients ourselves or watching over people we love dearly.

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PUBLISHED BY FLAHERTY MEDIA  
PO Box 1903, Pelham, AL 35124  
Toll Free: 800-705-5280  
Fax: 855-239-8093

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*Julie Lepianka, assistant professor in Cardinal Stritch University's Ruth S. Coleman College of Nursing and Health Sciences, is a registered nurse who has devoted over two decades of her life to working with patients and health care providers in hospice/end-of-life care and home health care. Lepianka has developed some groundbreaking programs in the field, pulling in collaborations that go across the university and into the medical community. As a result, nursing graduates at Stritch have developed their soft skills through spiritual care simulations as well as opportunities for group-based reflection that emphasize patient healing while strengthening the emotional resilience of these future nurses.*

## PROFESSOR SPOTLIGHT

by Rachel Clevenger

# Spiritual Care in Nursing at Cardinal Stritch University

## Spiritual Health and Inventive Collaborations

Lepianka believes that spiritual care, as it relates to health care, is often neglected by focusing on patients' physical well being to the point that their emotional and spiritual needs are not being met. She set out to address that problem through several inventive collaborations with both colleagues at Stritch and medical professionals at Aurora Health Care.

The Spiritual Health course she developed focuses on the core components of spirituality: relationships, a sense of meaning, purpose, and connectedness. Students are trained to use spiritual screening tools and identify spiritual cues in patient work; they also have the chance to practice approaches to spiritual care via monitored simulations with feedback. Finally, they get a chance for powerful self-reflection that focuses on their own spiritual health and wellbeing as they embark on a challenging professional path.

## Shadowing Chaplains and Palliative Care Providers

As one part of Lepianka's programming, the Stritch nursing students engage in classroom exercises with Aurora Health Care chaplains and shadow either a chaplain or a physician, nurse, or nurse practitioner in palliative or hospice care. As Supervisor of Clinical Pastoral Education at

Aurora, Michelle Oberwise-Lacock has been shadowed by several of Lepianka's students to see the wide variety of duties served by chaplains in a medical setting.

Oberwise-Lacock praises Lepianka's creativity for recognizing what was missing in nursing education and admires her drive in adding that missing element, which she calls a "gift" for Lepianka's students.

As one of the Stritch students who benefitted from shadowing a chaplain, Brenna Griffith grew to realize how invaluable chaplains were as partners in a hospital. In an environment that is constantly hectic and overwhelming, these moments allowed for something "peaceful" and "moving," a reminder of why they were called to the field in the first place. "People can be lonely in hospital settings," Griffith explains, "especially if they have been there for an extended stay and may not have family to visit them."

Though Griffith recalls everyone being a bit hesitant about the Spiritual Health course at first, she recognized early in the course that this addition to her education was inestimable. Based on her studies with Lepianka, she realized that a patient's spiritual and emotional health could be improved by any moment to step in and connect as humans, even for what may seem like "the littlest thing." She notes that one of Lepianka's most oft-repeated refrains is that these

are "people—not patients." This reminder helps Griffith move past the idea of checking boxes on a nursing assessment.

Stritch student Matt Zietlow had a similar awakening after the Spiritual Health Class and clinical reflections. Zietlow notes that because Lepianka is focused on recognizing the person, and not the disease, he has been trained to watch both patients and their family members to see what they might need from him. Lepianka reminds them that nurses and doctors are in positions of power in a hospital room, so Zietlow works to situate himself as more of a partner in patient care, taking a moment to pull up a chair and sit down to have a conversation or answer questions. He believes that adding just one moment per interaction can make the difference in a patient feeling seen, heard, and valued—leading to better patient outcomes and improved hospital reviews.

Nikki Hembel is a palliative care Nurse Practitioner who works on a team with Dr. Timothy Jessick, Lead Palliative Care Physician at Aurora Health Care. Several nursing students shadowed the palliative care team and learned about the impact palliative care has on patient outcomes." Hembel explains that students were able to learn about patient-focused care, patient advocacy, and supporting the families of patients. They also discussed the importance of self-care



and work/life balance, including relying on colleagues and the importance of boundaries. She believes that Lepianka's facilitation of this shadow offered students not only a good understanding of palliative care but also the desire to serve as advocates for their future patients. She's also seen firsthand how students can be empowered to educate a patient and a patient's family on what palliative care can offer.

Far too familiar with nurse turnover and burnout, Sally Turner, in the Office of Patient Experience at Aurora Health Care, has spoken to Lepianka's class about the importance of providing compassionate care. Turner has seen how providers are often pushing the spiritual components of their work aside to focus on efficiency and expediency. Because "all decisions are emotional," she also sees this disconnect impacting patient outcomes; if patients aren't taking their medications or following medical advice, there is something missing in the relationship between the medical provider and

Lepianka believes that spiritual care, as it relates to health care, is often neglected by focusing on patients' physical well being to the point their emotional and spiritual needs are not being met. The Spiritual Health course she developed focuses on the core components of spirituality: relationships, a sense of meaning, purpose, and connectedness.

the patient, some communication that isn't happening. Luckily, Lepianka—who Turner describes as a "transparent, authentic person"—is impacting nurse training in powerful ways.

Having spoken to over 8,000 nurses over her career, Turner recognizes that the spiritual care component was simply not a part of their training. "We put them through hell, and they hit the road," she adds, which means they are ill-prepared to tackle the pressures they will soon face. Turner adds, "We've made it very hard for individuals to bring their whole heart to work."

### Emotionally Challenging Simulations

Three years ago, Lepianka sought out Mark Boergers, chair of Stritch's theater program, and they developed a program to enrich the educational experiences of both the nursing and acting students. A select group of theater students is trained, by both Boergers and Lepianka, as "standardized patients," and they participate in patient simulations to prepare future nurses for the emotional and spiritual side of tending to their patients in a more holistic way.

Using simulation mannequins for nurse training has removed a crucial human element needed for this type of training. Stritch student Katrina Hermann believes Lepianka has created a world where the nursing students must embrace the uncomfortable by stressing that they cannot risk panicking once this is no longer a simulation, but a real-world situation.

Boergers notes that students in the introductory course for Theater, majors and non-majors, are already undergoing training in listening and responding—improvisational skills that go beyond what we may typically imagine when we equate “improv” with comedy. He explains that this experience has been “crazy enlightening,” because he originally wondered if he would be useful in training nursing students.

Almost immediately, however, he realized the tools in the actor’s toolbox would be invaluable. For instance, in an early enactment, the actor portraying a patient mentioned that she was scared; the nurse in the simulation looked down

at her papers. When he asked the “patient” how she felt when the nurse responded that way, she explained that when the nurse looked away at that moment, she felt as though she should be ashamed of her own fear.

Because technology permeates the culture, particularly in cell phone use, Boergers believes people are more likely to avoid eye contact, especially when confronted with a difficult moment. This practice is a way to be reminded of “what a real conversation looks like.” He adds that rather than feeling like pretend, these exercises offer a great deal of emotional connectedness and emotional resonance.

While he and Lepianka are quick to remind the nursing students that they would not be going into the field if they did not care about patients, if they are not conscious of their delivery, then “the message in the portrayal” could be one they didn’t intend. He adds that Lepianka—described as “150% energy and passion at all times”—is focused on more than just developing students capable of offering high-quality care; she wants to produce “caring people of high quality.”

Laura Ellingen and Katrina Hermann were two of the Stritch students who participated as actors. Not only did this work allow for résumé development, in that acting work in simulations is lucrative, but they also had an opportunity to see the development in the nursing students they were paired with. Ellingen states, “The work we have done through the Standardized Patient Work at Stritch has had an emotional impact on everyone involved—from nursing students to acting students to professors.” In conversations that were difficult and emotional, these simulations offered students a safe space

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to immerse themselves in a real-world situation with an opportunity to receive feedback that could be useful in the future.

She recalls one simulation that held special resonance for her; she was acting as a woman who just discovered she had a miscarriage, and the student nurses had to practice how they would deliver such news. She adds, “By the end of the session, we were all in tears, and we all realized just how difficult these situations can be.”

Hermann recalls that while some of the nursing students are naturals with patient interaction, others seemed to initially scoff at the simulations as pointless. While Hermann was being told about a life-changing medical diagnosis, she noticed a few of the students were not taking it seriously. Though she felt herself shut down instantly in that moment, she found a way to push through and make a connection with the student who was most dubious about the value of the exercise. She wanted them to be reminded, “This isn’t real, but this is still a real person.”



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The point, which Lepianka used these simulations to reinforce, was to help future nurses understand that someone would be paying attention to each little nuance of their behavior. Adding that using simulation mannequins for nurse training has removed a crucial human element needed for this type of training, Hermann believes Lepianka has created a world where the nursing students must embrace the

uncomfortable by stressing that they cannot risk panicking once this is no longer a simulation. By the end, any doubters in the process had become believers; with the final simulations, Hermann worked with one of the nursing students who had originally been the most skeptical. “I got to see her pull that sensitive part out of herself,” Herman notes, and I felt “really cared for in this fake scenario.”

## Spiritual Self-Care in “Reflection Rounds”

The rates of depression and burnout in nursing are extraordinarily high, so Lepianka wanted to ensure her future nurses could safeguard themselves against the emotional and spiritual difficulties they would soon face. She collaborated with Mary Beth Wisniewski, associate director of the Wellness Center at Stritch; they now co-facilitate Reflection Rounds, which are akin to 12-step meetings, in that everyone has time to speak—but there’s no pressure to do so—and there’s no crosstalk allowed. Every student has an opportunity to discuss how interactions with patients have impacted them emotionally, in either positive or negative ways.

In providing this sacred and safe space, Lepianka and Wisniewski ensure students won’t stay burdened with feelings from week to week or semester to semester. Wisniewski notes that typical “Grand Rounds” focus on deconstructing the patient experience, but Lepianka saw an opportunity for deeper reflection. She explains how their Reflection Rounds start in silence, and sometimes that silence can stretch—but they want them to feel the silent presence of the support in the room. She believes this group work is promoting mindfulness versus reactivity, along with an “installation of hope” and a universality of purpose when group members recognize what they are experiencing is shared by others. Wisniewski also suggests Lepianka’s drive and passion have created “beautiful, heart-centered programs” for their students.

Current Stritch student Jackie Moes believes nursing students do tend to take on the patients’ burdens as their own; they have watched patients suffer and even seen some die. Because Lepianka and Wisniewski created an “open and trusting” space for them, students are able to let go of that negative energy and, in essence, “clear the palette” in order to prepare mentally, emotionally, and physically for their next patients.

Stritch student Marie Chantal Chavez realized powerful benefits from the Reflection Rounds, both professionally and personally. Having faced some mental health challenges when she was younger, including self-harming, she recalls that she was not sure at one point if she would make it out of high school. When she was able to share this long-time secret to receive support from her peers, she realized she wasn’t alone. “In nursing, you know you can’t do it alone,” she explains. “Even patients show you other sides of yourself.” In clinicals, she always sees herself in her patients, and she wants to get them back to their loved ones, so she focuses on drawing strength through the Reflection Rounds and her peers so she can continue giving patients the support they need.

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Margaret Paulson, another Stritch student, had a profound experience with Reflection Rounds as well. At first, she did not want to participate; she was intimidated by the idea of showing that much vulnerability. Two years before she started nursing school, she delivered twins prematurely; though her son survived, her daughter did not. When she was in nursing school, she was terrified to even enter the Labor and Delivery unit.

Eventually, by sharing her history with her classmates during reflection rounds, and speaking with a counselor, Paulson realized that while vulnerability is terrifying, sharing helped set her free. Now, she plans to work in Labor and Delivery, prepared to share her experience with others when needed, because she knows how powerful those connections can be. It is a way, she concludes, to “turn heartache into inspiration.”

To read more about Julie’s experiences in a guest essay she wrote for the university magazine, please visit [www.stritch.edu/magazine](http://www.stritch.edu/magazine) or [www.julielepianka.com](http://www.julielepianka.com).



**ABOUT THE AUTHOR:** Dr. Rachel James Clevenger earned her M.Ed. degree from Mississippi College. After finishing her PhD in Composition and Rhetoric, she taught and served as the University Writing Center Director for Birmingham Southern College and University of Alabama at Birmingham. Most recently, she taught Business Communications at Samford University.

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## CONSTRUCTION AND PLANNING

by Wes Brooker

### BIM: Building Information Modeling

Providing powerful value, Building Information Modeling (BIM) is driving an unparalleled revolution in the construction trade using digital modeling software to more effectively design, build, and manage projects.

At the same time, it is chipping away at barriers between industry firms by encouraging the sharing of knowledge throughout the project lifecycle and closer collaboration to integrate valuable fabrication, construction and operations expertise into the overall design. This improves constructibility, adherence to schedule and budget, lifecycle management and productivity for everyone involved.

Other industries such as aerospace, automotive and shipbuilding companies have already improved productivity by adopting modeling technologies and integrating their design, production and operations activities. In effect they build the product twice, once digitally to ensure maximum accuracy, then physically in exact compliance with the model, at a high level of quality and production efficiency. This process contributes enormously to improved productivity, safety and product quality.

This proven approach has now been introduced to the construction industry as BIM. All businesses will be affected. We are entering the most transformative time our

industry has ever experienced. BIM is a revolutionary game-changer, forcing the industry to examine existing processes to best leverage this new technology.

### What is BIM?

Building Information Modeling (BIM) is the process of generating and managing building data and its various components during its life cycle. Using three-dimensional, real-time, dynamic building modeling software to increase productivity in building design and construction, the process produces the BIM, which encompasses building geometry, spatial relationships, geographic information, and quantities and properties of building components. Modeling is essentially “proof of concept”.

Going beyond geometry and addressing issues such as cost and project management, BIM provides a way to work on most aspects of the building’s life cycle concurrently, including the processes of construction and facility operation. Quantities and shared properties of materials can be removed, replaced and reorganized easily. Scopes of work can be isolated and

defined. Systems, assemblies, and sequences can be shown in a relative scale with the entire facility or group of facilities.

BIM achieves such improvements by modeling the actual parts and pieces used to build a building. This is a substantial shift from the traditional computer aided drafting method of drawing with vector file-based lines that combine to represent objects. The objects used in BIM are scaled to represent the actual dimensions of materials used to construct various types of projects.

### BIM Adoption

Large General Contractors have embraced BIM technology as early adopters while architects and construction product manufacturers have in some cases been more reluctant in their acceptance. BIM usage is increasing daily as additional users discover the great advantages of various types of software. The top benefits of BIM include easier coordination of various software and project personnel, increased productivity, improved communication across project team members, and enhanced quality control.

Beyond switching to new software, BIM calls for changes to the very definition of traditional architectural phases and data sharing than most architects and engineers are accustomed. Adequate training, senior management buy-in and the expense of the software have been hindrances to the adoption of BIM.

### Key Concepts of BIM

Architects, engineers, contractors and others in the construction field have always designed and developed projects with 2-D images, whether on paper or software. With new 3-D design modeling technology, designing from the ground up is more efficient and comprehensive. The ability to review, revise and perfect designs before groundbreaking has implications across all subfields of the construction industry.

Historically, each trade—Site work, Architectural, Structural, Electrical, Mechanical, etc.—has multiple pages of drawings in the 2-D plans which must be continually reviewed manually for changes that may impact what each trade is doing, let alone other trades. BIM provides the tool for each trade to review their



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Building Information Modeling (BIM) is the process of generating and managing building data and its various components during its life cycle.

work and to submit changes for visual comparison of all trades, thus economically building the project virtually long before expense of field construction starts.

Being able to design an entire building and move throughout the model to completely review the project means fewer design errors. With scaled models of each piece, from frames to wiring, each phase of planning is represented with their own objects. The detail and level of accuracy of 3-D modeling is unsurpassed, with details down to frames, purlins, and girts. Detailing so specific allows for simple mistakes to be caught; misplaced doors, duct work and ill-fitting appliances can be fixed before the foundation is even laid.

While many contractors continue to use 2-D design for initial project layout and design, moving the building to 3-D BIM images is beneficial in later stages to prep for on-site construction and verify that once on-site all pieces and parts are assembled correctly.

Most of the important benefits of BIM can be tied to three fundamental concepts:

- Database instead of drawings
- Distributed model
- Tools + Process = Value of BIM

## Database Instead of Drawings

Over the years drawings have become the standard documentation—plans, elevations, sections and details. The method of creating these documents is a major obstacle to improving integration and coordination. Typically there are hundreds or thousands of documents for each project and each is an individual, stand-alone segment of the total design. With no central repository to efficiently combine all pieces of information for a representation of the entire project, each section requires human interpretation to integrate the parts to create a whole. The constant challenge of effective coordination between the design disciplines and communication of design intent to the field is what BIM hopes to improve.

A BIM project is not “drawn” in the traditional sense; it is “built” digitally as a database in BIM software, using objects that represent all the elements of the project. Instead of having to look at separate drawings, schedules, specs and cut sheets for all the information on a particular element, all the pertinent information is built into the object in the BIM. Once placed in a BIM it will automatically represent itself in any plan, elevation, section, detail, schedule, 3D rendering, quantity takeoff, budget, maintenance plan, etc.

The building owner gets a digital copy of the completed project model that can be used for decades of operation and maintenance. The significance of a digital copy of the completed project is that all the information related to the building, including operating equipment, can reside on a single computer instead of 20, 30, or 40 boxes of plans.

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## Distributed Model

BIM users are taking a “distributed” approach to modeling that combines the value of authoring tools with the power of analysis tools.

In a distributed BIM environment separate models are usually authored by the appropriate design and construction entities. These can include:

- **Design models**—architectural, structural, MEP and site/civil
- **Construction model** - breaking the design models down into construction sequences
- **4D/Schedule model**—linking the work breakdown structure to project elements in the model
- **5D/Cost model**—linking costs to project elements in the model
- **Fabrication model**—replacing traditional shop drawings and driving fabrication equipment
- **Operations model**—for turnover to the owner

This is a marked improvement over the current fragmented practice of numerous individual sets of drawings. For example, they can be viewed together to identify clashes and other potential problems that can be fixed digitally to avoid field problems. Design components can also be viewed in segments.

## Tools + Process = Value of BIM

While modeling tools provide significant benefits for individual users, utilizing BIM with an Integrated Project Delivery (IPD) system leverages the power of modeling to facilitate collaborative decision making.

IPD brings key construction management, trades, supplier and product manufacturer expertise together with design professionals and the owner earlier in the process to produce a design that is optimized for quality, aesthetics, constructibility, affordability, timeliness and seamless flow into lifecycle management.

Using model-checking applications to detect system clashes is an effective IPD activity because of their ease of use and powerful visualization capability. They also offer the opportunity to collectively resolve expensive,

time consuming conflicts in a non-confrontational, collaborative process during design. Instead of wasting valuable time on the job site these clashes are still relatively inexpensive to correct while in the design stage.

It is the powerful combination of modeling and analysis tools with integrated, collaborative processes that is creating the sea change related to BIM.

Time is valuable from the estimating process to the job-site. Wasting time costs companies money and disappoints the customer. Using BIM to coordinate after design and while on the job-site can save that valuable time.



**ABOUT THE AUTHOR:** Wes Brooker, Manager of Marketing at Nucor Fabricated Products, is responsible for corporate development and strategic growth programs for the company. His areas of expertise include marketing, business strategy, top line growth, green and sustainability programs and Building Information Modeling.

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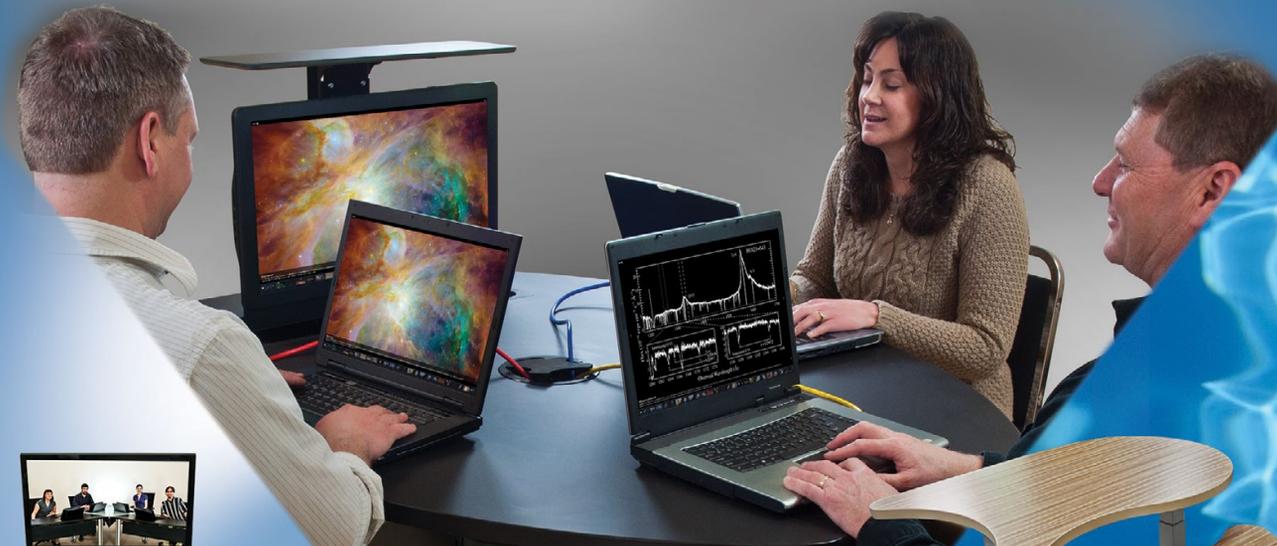
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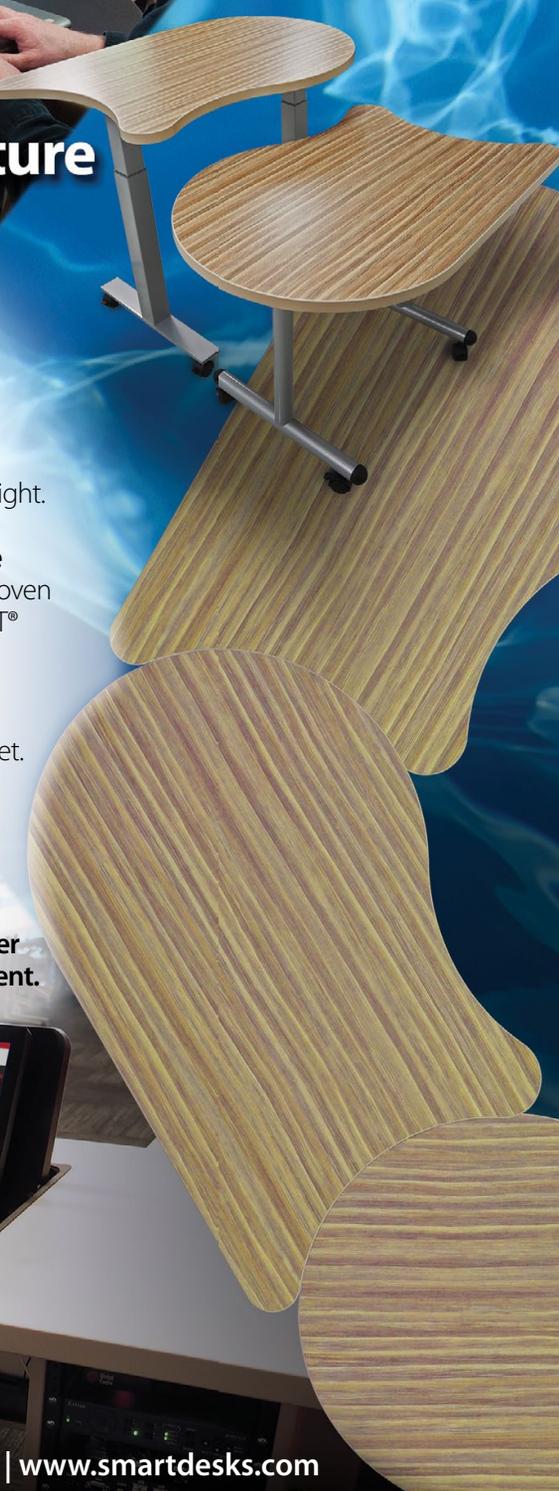




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## ON CAMPUS

by Peter Torney

# "Gonzaga Will" Fundraising Campaign Raises More Than \$355 Million for University's Future

It was just seven years ago when Thayne McCulloh, Gonzaga University's 26th president, challenged the Gonzaga community to raise \$250 million in the largest fundraising campaign in University history. The completion of "Gonzaga Will: The Campaign for Our Future" was celebrated in early October having shattered that original goal thanks to the generosity of more than 40,000 donors, earning more than \$355 Million for the University's future.

### A Transformational Journey

"When we began this journey, we understood that this campaign would serve as the transformational force for the institution and that we must turn a corner to remain competitive in the higher education landscape," President McCulloh said. "I am so proud to announce that in true Zag fashion, not only did we meet our Campaign goal of \$250 million, but we far surpassed it, raising \$355.4 million from more than 40,000 donors. This will change the way our institution operates and will allow us to do even more to keep Gonzaga competitive and thriving."

More than \$110 million, nearly one-third of the total raised, is going directly into scholarship support, with 284 new student scholarships having been created. This focus on scholarship has resulted in the most academically strong and diverse classes in Gonzaga history. The funds also support new academic programs, new endowed professorships and other faculty positions, and opportunities for continued global engagement.

Finally, funds toward new and improved spaces on campus have made the following facilities possible:

- The Stevens Center (indoor tennis and golf facility)
- John J. Hemmingson Center
- Della Strada Jesuit Community
- Volkar Center for Athletic Achievement
- Boone Avenue Retail Center
- Myrtle Woldson Performing Arts Center (opening in the spring of 2019)

Throughout this campaign, President McCulloh has shared that Gonzaga was a place called to live and learn and teach and explore,

Throughout this campaign, President McCulloh has shared that Gonzaga was a place called to live and learn and teach and explore, not comfortably at the center of the culture, but at the margins—the places that require courage.

not comfortably at the center of the culture, but at the margins—the places that require courage.

“I have shared that we were a place becoming. That still holds true today. A place becoming is a place worth investing in—worth being a part of,” he said, noting Gonzaga will continue to face challenges ahead in an increasingly competitive environment, constantly pursuing its mission to prepare students to become leaders for others.

“The work we do is arguably the most important work going on in the world today. We are attracting academically competent, generous and kind students. It is a sacred work we do; and yet, it is challenging work,” he said.

### Focus Now on Fundraising for ISE Facility, Endowment Growth

As students today align their passions with their purpose, President McCulloh said Gonzaga must now focus on continuing to raise funds for the Integrated Science and Engineering (ISE) facility, which will integrate the College of Arts and Sciences with the School of Engineering and Applied Science—providing crucial new labs, research space, and collaborative learning options.

The highest priority for Gonzaga's future though, he said, is continued growth of the endowment to reduce financial barriers for



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"By building an endowment worthy of Gonzaga, we can offer essential financial aid to the exceptional students that are and will be Zags. I am confident that our community will respond to these remaining needs because of our shared commitment to prepare students to thrive in the complex world for which they are so greatly needed." — PRESIDENT THAYNE MCCULLOH

students. "Our Scholarship Promise to our students and their families is one from which we will not waver," President McCulloh said. "By building an endowment worthy of Gonzaga, we can offer essential financial aid to the exceptional students that are and will be Zags. I am confident that our community will respond to these remaining needs because of our shared commitment to prepare students to thrive in the complex world for which they are so greatly needed."

Gonzaga's donors to the Gonzaga Will campaign hailed from all 50 U.S. states, most of its territories, and 21 foreign countries. The average age of the Gonzaga donors was 50. More than half of those who contributed to the campaign were first-time benefactors. Comparatively, Gonzaga's last fundraising campaign, which ended in 2005, raised \$148 million for new buildings, renovations and student scholarships.

President McCulloh expressed his profound gratitude to the more than 40,000 campaign donors worldwide. "Because of you, Gonzaga has secured for itself an opportunity. Our reputation in higher education is growing stronger, our footprint growing deeper. Our future depends on students and their families saying, 'Yes, we want to be here.' And because of you, more families than ever can realize their dream of becoming Zags. On behalf of the entire university, thank you. Our will is strong. With your support, it's even stronger."

For more information about the campaign, visit [www.gonzagawill.com](http://www.gonzagawill.com).



**ABOUT THE AUTHOR:** Peter Tormey is an author, editor, and educator who holds a Ph.D. in Leadership Studies from Gonzaga University. A former reporter, he has won numerous awards for his news and feature stories. Peter teaches at Gonzaga and serves full time as the associate director of university and public relations.

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# TACTICS FOR PREVENTING **Campus Sexual Assault**

by Jodi Hogerton

Thanks to recent efforts to boost awareness, more people are familiar with the shocking statistic: one out of five women is sexually assaulted while in college. Sexual assault and rape are the most underreported crimes.

In fact, only about 12% of incidents are reported to law enforcement, according to recent studies by Kilpatrick et al. Studies also show that 90% of rape victims know their attacker, and 50% of women who have experiences that fit the legal definition of rape do not label the incident as rape. Both of these factors—along with fear, shame, self-blame, and the perceived futility of reporting—can contribute to the very low reporting rate. Ross and Achilles showed that sexual violence is more likely to occur in communities where the behavior goes unpunished, and low reporting rates can add to the problem of sexual violence on campus. What can universities do to encourage victims to report sexual assault and rape?

### Start at the Top

Campus leadership sets the tone for safety and must make sexual assault prevention and education a priority for the entire campus community. By spearheading initiatives, investing resources and holding people accountable, university leaders can increase the student and staff buy-in for prevention efforts. Sexual violence affects the entire campus community by creating

an unsafe atmosphere, and an environment that (intentionally or unintentionally) fosters inequality. Preventing sexual assault is a team effort that requires support from all stakeholders, especially those in leadership positions.

### Publicize Your School's Policies, Expectations, and Consequences

Education programs surrounding consent, bystander intervention, campus resources and the consequences for sexual misconduct are essential elements of a prevention strategy. Clearly defining policies and consequences can help reduce men's and women's misunderstandings about what constitutes rape. Get students involved in publicizing policies; when they frame sexual violence prevention within context that is relevant to them, it can be more effective among their peers.

### Teach What Consent Means

Emphasize that the absence of a "no" does not equal a "yes," and that someone who is under the influence of drugs or alcohol cannot give consent. Victims that have a clear understanding of consent are more likely to correctly label incidents that

fit the description of rape. Whether or not your institution chooses to adopt an affirmative consent policy, fostering an environment in which discussions about safe, healthy relationships are the norm will encourage students to make healthy decisions. If students are comfortable expressing expectations and communicating openly with sexual partners, it can reduce misunderstandings about consent.

### Make Reporting as Easy as Possible

Universities should provide a variety of methods for students to report incidents of sexual violence and widely publicize the options that are available to victims. Not all students will feel comfortable reporting an incident directly to campus authorities or outside law enforcement. Putting systems in place for students to report anonymously or confidentially can still help universities measure the scope of the sexual violence issues on campus, even though the reporters may not be seeking judicial proceedings. Universities with multiple reporting channels can use incident reporting software to make sure all reports are delivered to the correct people and counted in Clery statistics.

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## Train Your CSAs

First of all, make sure your Campus Security Authorities know who they are and what is required of them. In addition to Campus Safety departments, Campus Police, safety escorts and facilities access monitors, any official who has significant responsibility for student and campus activities is considered a CSA. CSAs are the point of contact for those who wish to report sexual violence. Reports don't need to come from the victim or even a student, but CSAs are required to report incidents through the university's reporting structure. Because each university has a number of CSAs, using software with an online reporting portal can help ensure that reports don't fall through the cracks. Additionally, universities should offer training programs to teach CSAs how to correctly respond to victims who come forward to report sexual violence. The trauma of the event can have profound effects on a victim, so CSAs must be careful not to make assumptions or take any actions that may discourage a victim from continuing with the reporting process.



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## Implement Automatic Communication Channels

The reporting and investigation process relies on solid communication at every level. If communication breaks down, it can have devastating results—it can create a perception that reporting sexual violence is futile, damage a university’s reputation and bring financial penalties to an institution. Automating communication channels ensures that the right people are made aware of sexual offenses in a timely manner. Many universities use incident reporting software to streamline communication and keep campus leaders abreast of critical incidents. Setting up automatic email channels for certain types of incidents ensures that the right information is delivered to the right people at the right time.

## Use a Mass Notification System

Universities are required to issue timely warnings when a situation poses a threat to the campus community. Sending out warning messages when incidents of sexual violence are reported can help convey that reports are taken seriously, and the

notifications may also increase awareness of the problem and the role students can play in preventing sexual violence on campus.

Mass notification systems should be used carefully. Overuse can make students opt out or lose interest in notifications. However, waiting for an emergency to use a system for the first time is also problematic. Without credibility and some familiarity with the system, students might not trust the notification. It’s best if the mass notification system manages distinct lists of recipients to send targeted notifications to the right group of people.

## Measure and Adapt

The more that is known about the scope of the problem on each campus, the more universities can tailor their prevention efforts. As incidents are reported and investigated, valuable, campus-specific information about sexual violence is captured. Utilizing analysis tools to identify commonalities between incidents or emerging trends can help inform the campus sexual violence prevention strategy.

## Keep Detailed Documentation During Investigations

Some universities choose to work with outside investigators during the adjudication process in order to eliminate any perceived bias. Whether the investigation is conducted internally or using external resources, universities should make sure every detail of the investigation is thoroughly documented. In the case of appeals or lawsuits from students, the university will need to provide details surrounding the investigation process to prove that no bias was shown.

## Offer Victim-Centered Restorative Justice Options

After the investigation concludes, universities should not close the book on victims of sexual violence. During the adjudication process, much of the focus is on the accused and the punishment they may receive. For some victims, a victim-centered process—in which they experience validation as a legitimate victim, have questions answered, observe offender remorse and receive support—may be particularly beneficial in healing. Most universities have campus resources

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that offer counseling services and can help throughout the healing process. These organizations should work with victims to ensure that their needs are met and provide them with options for moving forward.

Right now, universities are in a unique position to have a profound impact on the way that future generations understand and respond to sexual violence. They also face unique challenges as they work to overcome destructive attitudes and behaviors among campus populations. As awareness increases and current initiatives produce new plans to combat sexual assault and rape on campus, it's more important than ever to take action to facilitate a culture of reporting crime. When college students understand sexual violence, and know they have community support as they come forward to report sexual assault and rape, that's when we can expect to see a change in the statistics.



**ABOUT THE AUTHOR:** Jodi Hogerton is the Marketing Manager at Full Tilt Marketing. She has served as Marketing Manager for Competitive Edge Software and Omnigo Software.



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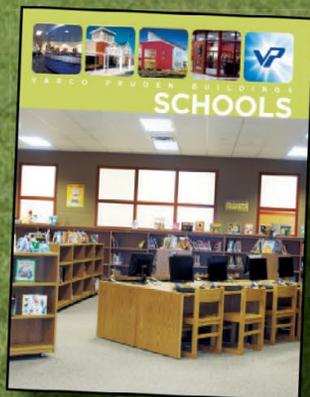
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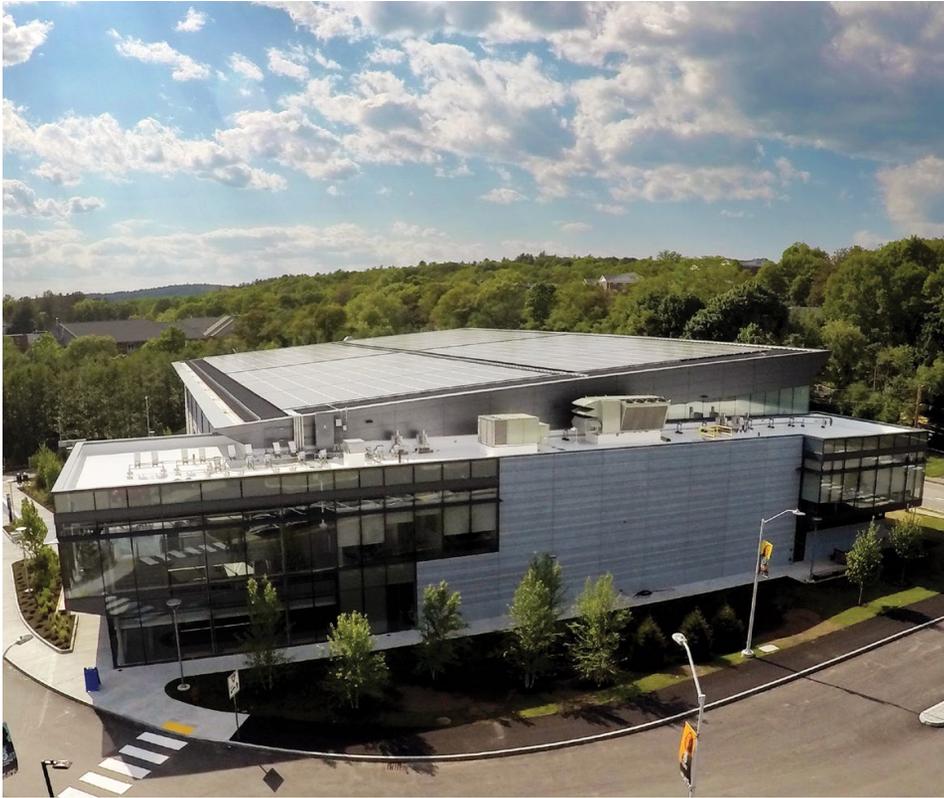


# BENTLEY UNIVERSITY, A LEADER IN SUSTAINABILITY

by Sheila Wagner

While Bentley University in Waltham, Massachusetts, is a business university, they have a mission to couple business education with arts and sciences education. Part of that mission includes a dual major in earth environment global sustainability, as well as a sustainability major that pairs with a general business major.





They have aggressive campus-wide carbon footprint reduction goals and have a carbon neutrality date of 2030, meaning a 70% reduction in their carbon footprint by 2020. When they began planning for a new multi-purpose ice arena, they wanted to do everything possible to make it energy efficient.

### Sustainability Officer

Their sustainability officer, Amanda King, was on the building committee from the beginning. Her job was to take the group through the due diligence process examining different options for energy use and water reduction in the building.

King said, “We started as a goal of getting a LEED Silver Certification, but even if we hadn’t, I was determined to focus on energy use, because it will be an energy hog if we don’t focus on that.”

She had a big job ahead of her, because they had to make ice for use for eight months, keep fans warm in the stands, and dehumidify the ice so that it didn’t get too humid and foggy in the building. “All those things are really hot spots for energy use,” she added.

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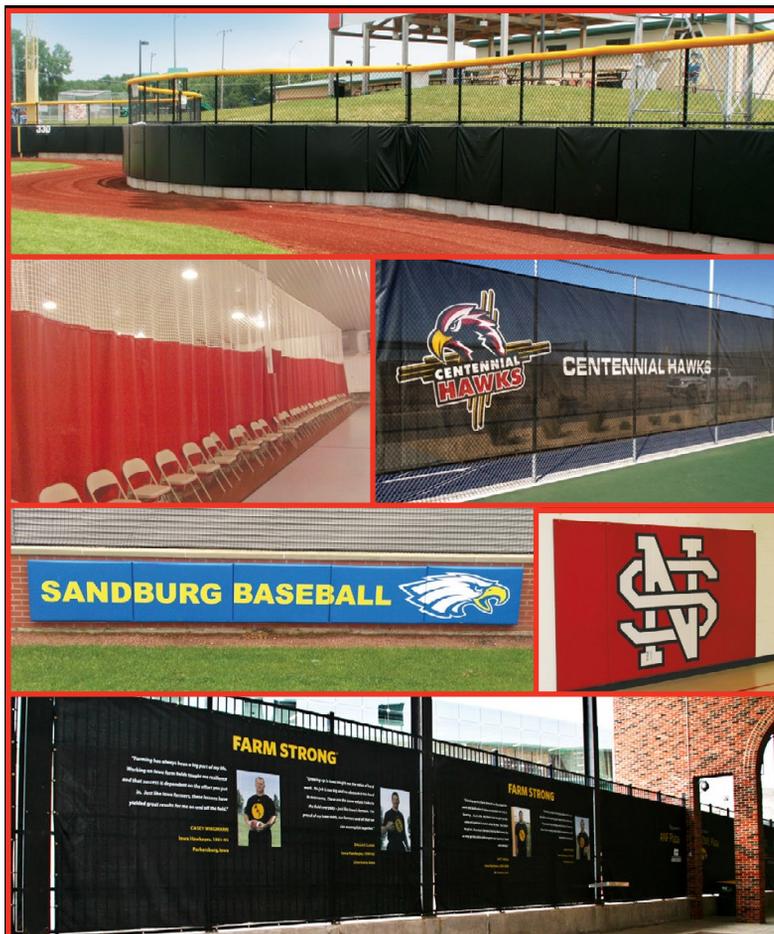
The biggest focus for the building from a cost standpoint was looking at energy efficiency, but also from a greenhouse gas-free plan. King said that matched up well with LEED because the biggest points category in LEED certification is energy in atmosphere.

The architects were really creative and very thoughtful about helping them achieve their goals of LEED certification and help them meet their carbon footprint reduction goals in the future.

### Not Just Silver But Platinum

King continued, “We were given a budget, and we actually achieved LEED Platinum status instead of Silver status without going over our budget or not finishing on time.” Every step of the way they explored sustainability options with an open mind.

They continued to “run the numbers” to see what the upfront cost is, what the operating cost is, and how much they could save in dollars and how much they could save in greenhouse gas reduction.



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They also considered what the maintenance of a piece of equipment meant for their facility management department. She continued, “We tried to apply due diligence cost benefit analysis that was open minded but practical in each of the technologies that we considered.”

### Sustainability Features

The standout sustainable features of the arena include a rooftop solar array that generates 40 percent of the building’s annual electricity needs and innovative technology that captures heat generated from the rink’s ice-making equipment to heat water throughout the building.

Bentley University reached their goal of having a multipurpose arena with D1 ice for the hockey surface, and also a building that would be useful to everyone on the campus, not just the hockey players.

They were also able to put an insulated floor down over the ice to use the building for other things like concerts, speakers, and media fairs. Not only that, they were also able to make this building something that could be used in the classroom as well.

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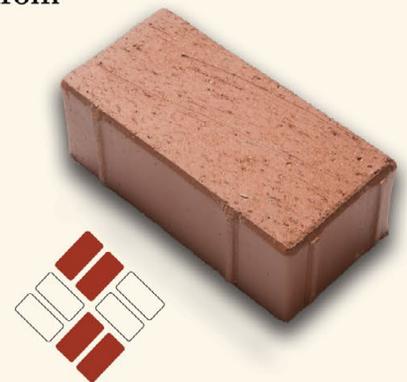
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## A Living Laboratory

King stated, "It is a living laboratory." They provide data showing how much electricity the solar array is producing every 15 minutes to a professor teaching energy topics in a classroom in the science department. They use that data to run a calculation of how much electricity it is producing and is it actually running 40 percent of what the building is using. They also know how much natural gas and water that the building is using. All that data is provided to professors for use in the classroom.

## Advice For Beginning Energy Efficiency Goals

King's advice to other private universities who want to embark on a plan for energy efficiency and a reduction of their carbon footprint is to have a sustainability officer on the planning committee from the beginning.

She stated, "Even if you aren't going for a LEED certification, nobody is going to say no to the opportunity to build a building that's going to cost you less in operating dollars every year." She continued, "We were able to take

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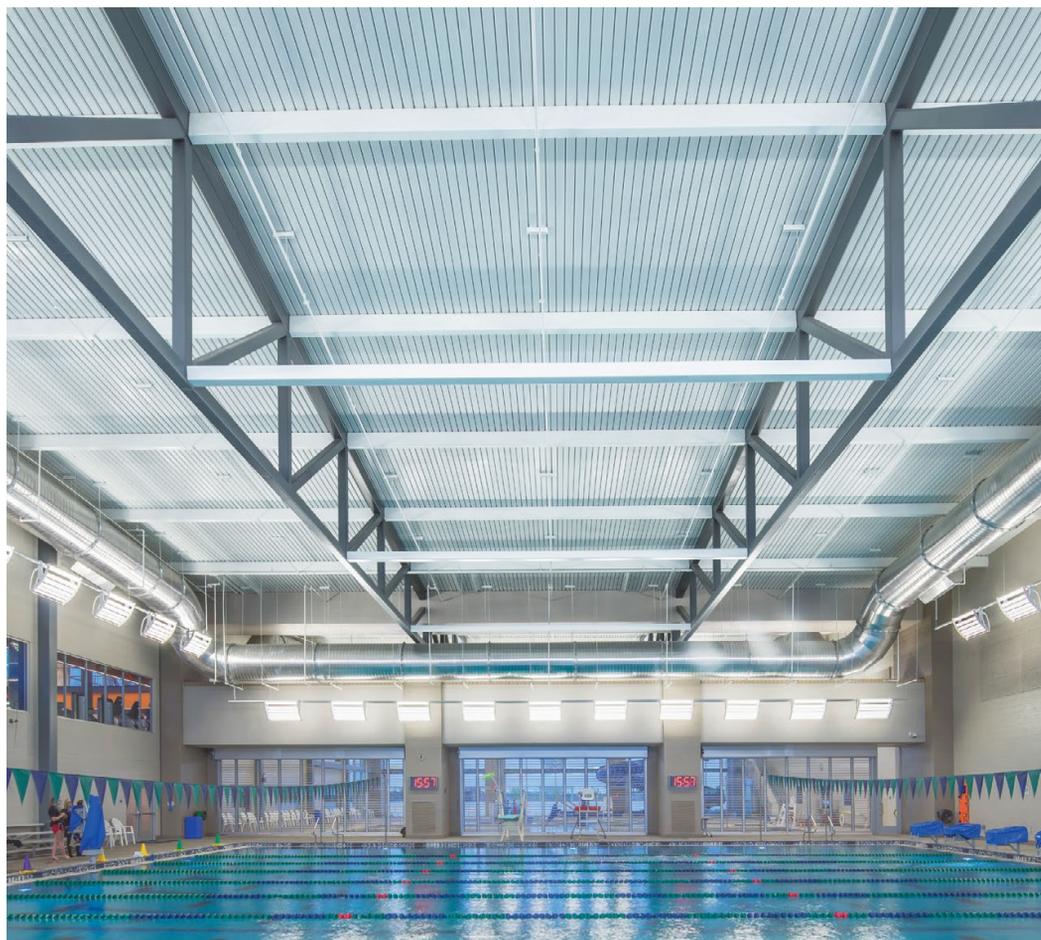
something that was potentially going to be a big energy hog and going to produce a lot of greenhouse gasses and turn it into a building that's quite lean on energy use.

We also created an opportunity for our students, faculty, and staff to learn about climate change and greenhouse gasses and energy efficiency.”

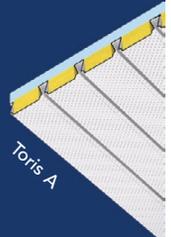
## Second Nature: Presidents' Climate Leadership Commitments

She strongly recommends joining the signature program of Second Nature, The Presidents' Climate Leadership Commitments. The Climate Leadership Network comprises more than 600 colleges and universities in every state and the District of Columbia who have committed to take action on climate and prepare students through research and education to solve the challenges of the 21st century.

These institutions use the Second Nature Reporting Platform to publicly share their yearly progress—including their greenhouse gas inventories, climate action plans, and other initiatives.



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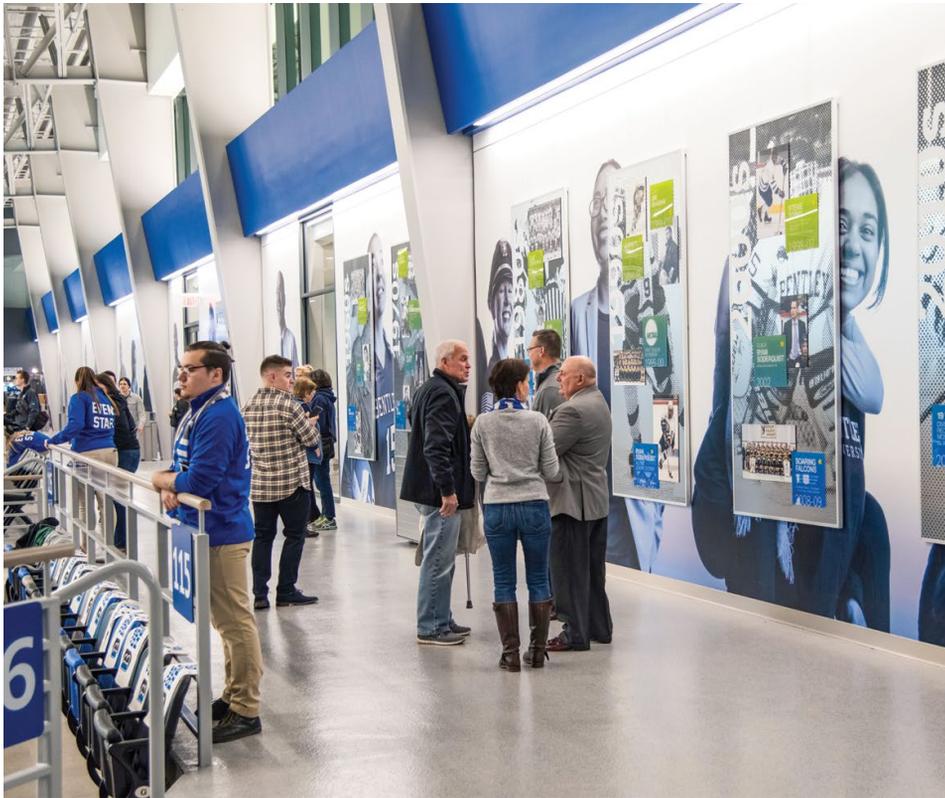


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She thinks some people might be overwhelmed about signing, but she says that there is an incredible amount of support through this network.

King concluded, "Quite frankly, this is a super important thing for us to do on campuses, because if we aren't talking about what the world looks like with regard to climate change, we are not adequately preparing our students to work and live in what the world is going to look like in 20 years or so and beyond."

For a list of institutions that are sharing their reports as part of the Climate Leadership Network, you can visit the Second Nature Reporting Platform at <http://reporting.second-nature.org>.



**ABOUT THE AUTHOR:** Sheila Wagner has spent the last several years working as a professional editor and recently became the

staff writer for *Private University Products and News*.

Wagner can be reached at [sheila@pupnmag.com](mailto:sheila@pupnmag.com).



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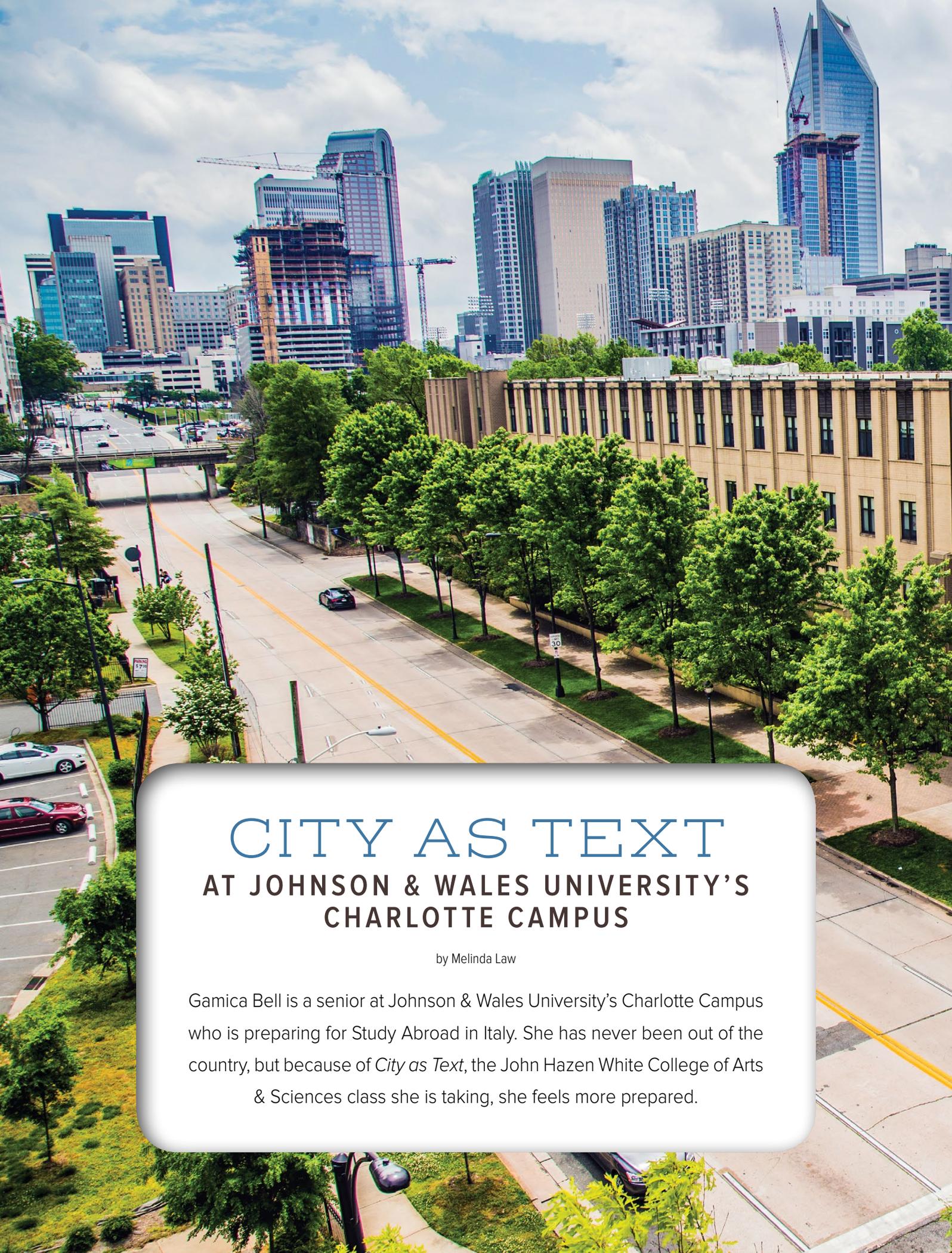
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# CITY AS TEXT

## AT JOHNSON & WALES UNIVERSITY'S CHARLOTTE CAMPUS

by Melinda Law

Gamica Bell is a senior at Johnson & Wales University's Charlotte Campus who is preparing for Study Abroad in Italy. She has never been out of the country, but because of *City as Text*, the John Hazen White College of Arts & Sciences class she is taking, she feels more prepared.



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Bell notes, “It’s ridiculous how much I’m getting out of this class. Our eyes are really being opened to what we miss every day. Professor Lisa Kendall teaches us to look at everything, question everything and search everything. We learn about things we’ve never noticed.”

### An Integrated Learning Course

*City as Text* is an Integrated Learning Course (ILS), where students combine what they learn in the classroom with real world decisions and experiences. The course focuses on the City of Charlotte that students investigate, reflect and critically analyze as a living and evolving system. Bell adds, “It’s seeing the city as it is, like underneath the city. We visit museums, parks and graveyards. Because our class is so diverse, we talk about how Charlotte is different from where we are from.”

JWU’s College of Arts & Sciences offer nearly 50 ILS courses ranging from *Why People Do Evil* and *The Supernatural* to *20th Century Literature* and *The Good Life*. Mark Peres, J.D., wants to ensure his students live

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good lives. “I’m interested in the choices we make to live meaningfully and well,” Peres says. “I think about what a good life is and how we achieve it.”

Peres is so passionate about inspiring his students to live lives of meaning and purpose, he created *How to Change the World*, a new course he says will help guide students toward making a real impact on the world by using what they already have—a strong motivation to solve social problems on a large scale.

## Changing the World with Vital Conversations

“We had to take a good hard look at ourselves,” Kelia McJury ’19 says. “How do you live your happiest life and how do you be that person? *How to Change the World* has the same building blocks. Why do you want to change and how do you fit into the bigger picture? Majors prepare us professionally, but these ILS classes help us find out who we are on a personal level.”

Jonathan Charles ’18 says what he is learning in the A&S courses is closely tied to current events. His *XX Factor* course examines



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## OF NOTE

A&S will host a Distinguished Visiting Professor (DVP) in November, Michael Marsicano, president and CEO of Foundation For The Carolinas, and former president and CEO of the Arts & Science Council in Charlotte. He is expected to talk with students about his challenge during his years heading the Arts & Science Council when the

Charlotte Repertory Theater planned to stage the Pulitzer Prize-winning play *Angels in America* in 1996. Local evangelicals mounted a protest, objecting to themes of the AIDS crisis and homosexuality. The county commission stripped the Arts and Science Council of \$2.5 million in taxpayer funding. Marsicano led efforts to ensure the showing of the play and re-funding of the arts.

gender role development, gender identity and sexuality, societal biases, and stereotyping. Students discussed the #MeToo movement, a vital conversation in the national spotlight, against sexual harassment and sexual assault.

Charles states, “Taking this class, I now understand the changes that need to happen at every level in our society. It starts with us as individuals by avoiding stereotypes and premonitions, actively making everyone feel welcome anywhere, and striving for equality in the workplace. Only by attacking the issue at its source will we be able to challenge the historical power differences between men and women.”

### When a Class is About More Than a Grade

This term, Charles, who is enrolled in *How to Change the World*, says his thinking of just “how to pass” a class radically changed. “When a class is unique enough, it gives you freedom to learn in a different or certain way. The experience ends up more important than the grade. We do something rather than just talk

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about it,” Charles explains. That “something” is an assignment to make a change and document how they do it. His subject is food waste, and McJury is promoting veganism on campus.

“The College of Arts & Sciences strategically provides students with multiple lenses to connect the past and the future and influences them to seize the present moment to make a change in themselves and in society,” says Fernanda Tate-Owens, assistant professor.

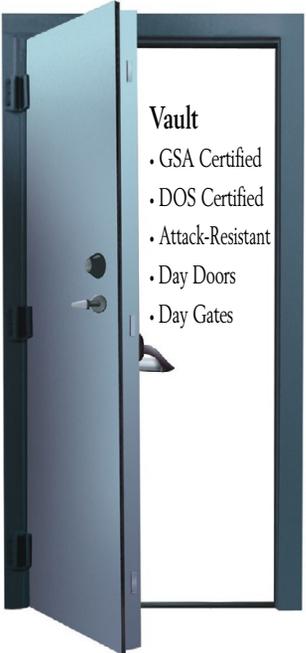
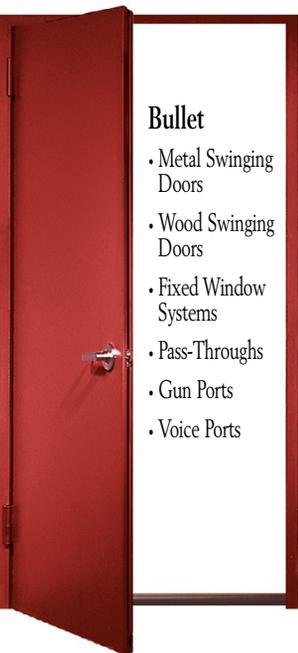
Arts & Sciences at JWU is more than just career prep for students’ first jobs. It provides them with a varied view of the world, helping prepare them for purposeful and fulfilling lives.



**ABOUT THE AUTHOR:** Melinda Law is the director of communications & media relations at Johnson & Wales University.

She has been with JWU since the Charlotte Campus opened its doors to students in 2004. Previously she was a news reporter at WBTV (CBS).

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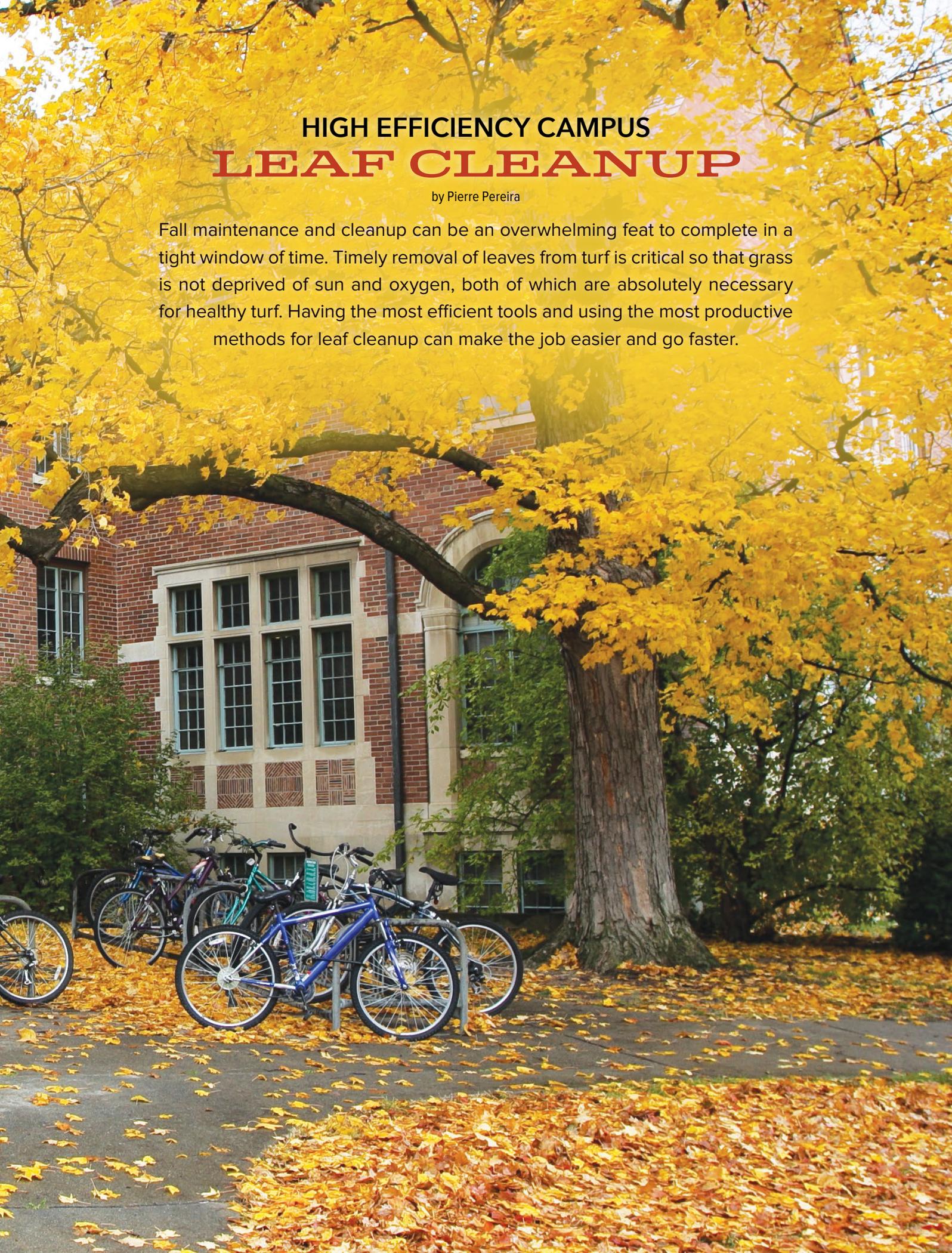
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# HIGH EFFICIENCY CAMPUS **LEAF CLEANUP**

by Pierre Pereira

Fall maintenance and cleanup can be an overwhelming feat to complete in a tight window of time. Timely removal of leaves from turf is critical so that grass is not deprived of sun and oxygen, both of which are absolutely necessary for healthy turf. Having the most efficient tools and using the most productive methods for leaf cleanup can make the job easier and go faster.



Photo courtesy Billy Goat Industries

## Methods

Traditionally, for large areas, backpack blowers and tarps have been the mainstay tools for fall cleanup because of their relatively low cost. However, they are also labor and time intensive —barriers to completing the job quickly and efficiently. Add in the additional weight of wet leaves, and this approach becomes fatiguing, time-consuming and even challenging to the cost effectiveness of the task.

Manufacturers have tried to make the task more efficient with machinery that has higher productivity and power along with better ergonomics versus heavy backpack blowers.

For example, wheeled leaf blowers have the capability of moving a large amount of leaves and debris much more quickly than standard backpack blowers. With advanced fan technology and lightweight composite materials (i.e. composite housing vs. steel and single shot 16-blade fan), this new breed of leaf blowers has also become lighter, more durable and is capable of operating more efficiently and quieter. In fact, some larger wheeled blowers can now do the equivalent work of multiple backpacks and even

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Photo courtesy Billy Goat Industries

offer self-propelled options that further eliminate pushing and operator fatigue. Add in an air flow of more than 200 MPH and high CFM capabilities, these units produce the most work and can move wet or matted leaves most effectively.

For smaller areas of the campus—around buildings and some beds, or parking lots and sidewalks—outdoor vacuums are another consideration. These units make for efficient cleaning, shredding and bagging in tight areas vs. raking by hand and tarping. A hose kit can be used for reaching leaves quickly in tight to reach areas, under shrubs or around seating areas. Vacuums with easy slide out bags and no zippers also help make loading and unloading quick and convenient.

### Choosing The Right Loading Option Is Critical To Efficiency

Once leaves have been blown into place, the traditional method has been to carry full tarps to a trailer or dump truck. This typically takes more time, requires at least two workers, and results in messes. To cut down on the size of the load and to reduce costs and mishaps, debris loaders offer

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economies of scale. By shredding the debris to be hauled, trailer space is maximized, allowing grounds keeping professionals to service large areas of the campus before dumping, saving on time and dump fees. Debris loaders with dual shred technology are especially effective because they offer the best debris reduction.

Loaders that can be customized to the truck provide even more efficiencies. Most loaders can be tailgate mounted with an optional hanger kit, truck hitch mounted with a swing away hitch, or skid mounted to a trailer or truck.

### Hauling And Dumping Debris

A final consideration is hauling. With a dump trailer, it is easy to scoop materials out as needed. With a dump truck, it is necessary to dump materials on the ground. Trailers tend to be more convenient as they can be left on site until all materials have been loaded. Dump trucks typically offer less convenience but have larger weight load capacities.

Another option is a dump insert for pick-up trucks. Designed to fit most truck bed sizes, there are numerous options available. Dump

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inserts can be very cost-effective in the long run as they are much less expensive than a dump truck and they set-up and tear down very quickly.

Once debris has been collected, it can be loaded or unloaded with a shift of the gear that moves the dump inserts. Most dump loaders will come equipped with mesh tarp tops to keep leaves in place during transport.

“Work smarter, not harder.” While some sayings are cliché, it is true when making decisions regarding capital purchases. Since the window for fall cleanup is often short, it is important to make the most of the opportunity and in turn ensure the work gets done before the winter season is ushered in.



**ABOUT THE AUTHOR:** Pierre Pereira is Director of Sales, N.A. at Billy Goat Industries. He came to the company in August of 2007. Pierre's background in lawn and garden power equipment encompasses deep understanding and knowledge of customer needs across multiple markets.



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