

Annual Report

Fiscal Year 2019

Facilities & Campus Services



WAKE FOREST
UNIVERSITY

Letter from the Vice President

Dear Campus Community,

The purpose of this report is to document the work of Facilities and Campus Services over the past fiscal year. We understand the importance of being accountable and embrace the commitment to be visible, transparent, and collaborative.

The campus environment is constantly changing. While change can be challenging, it can also be exciting. In supporting positive change, the Facilities staff has proven that the best resource any organization can have is its own people. Our staff is diverse, extremely talented, and dedicated to providing the best experience possible for students, faculty, staff and visitors.



Over the past five years, the Facilities and Campus Services operation has been benchmarked against the national leaders in our field. Through our commitment to improve, we are now ranked among the best in our peer group. The department continues to challenge past practices, focusing on opportunities to support the campus assets.

Thank you to our campus partners and our peers in Finance and Administration for their support. Strong vision along with great applications has created an environment that allows the staff in Facilities and Campus Services to continue to grow and succeed.

Sincerely,
John Shenette

HIGHLIGHTS



05 Refresh & Renew: Large capital projects that have changed the campus community for the better.

11 North Chiller Plant: One of the most impactful efficiency improvements to date, the North Chiller Plant project has moved us into a new realm of energy savings.

13 BPI²: Two years into the program that has brought the most efficiency improvements to the university, we reflect on our accomplishments.

16 Wait Chapel Lighting Project: This project was a success with the exchange of our halide lights on the chapel for brighter, more directional and sustainable LED lights - in more colors!

24 Tunnel Tours: Our Department collaborated with students and staff and brought them, literally, behind the scenes to show them how the infrastructure handles the campus utilities.

26 The Wake Well: Two men who built a portable water station that hydrates campus and decreases our use of disposable bottles.

41 Satellite Success: Bruce is one of the most recent graduates of the Satellite Student Program and joins us as a full time employee of Fleet Services.

50 Tulip Bulb Giveaway: One of the many ways our Department gives back to our campus community, the annual bulb giveaway is one of our most popular collaborative efforts.



WFU FACILITIES

at a Glance...

32,260

Work Orders submitted.

3,536

Users submitted Work Orders.

1,021

Event Work Orders Submitted.

5,230

LED lights installed.



Our Staff is Here to Help

18 Planning & Construction

75 Maintenance & Utilities

20 Landscape Services

11 Administrative

64 Custodial



340

Instagram followers.

87

total buildings maintained.

3.5

million square feet on Reynolda Campus.

100%

United Way Campaign Participation.

Refresh & Renew

FY '19 Large Capital Projects



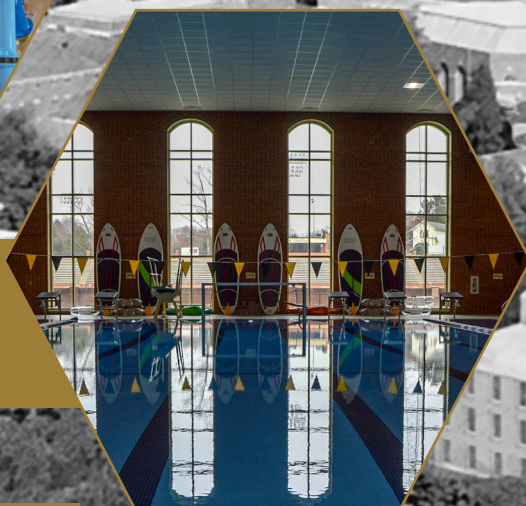
North Campus Apartments
Phase I & II Renovation
\$8.3 M



North Chiller Plant
Major campus
infrastructure upgrade
\$5.0 M



Reynolds Gym
New facilities opened
March 2018
\$58.3 M



Taylor-Efird Residence Halls
Building Renovation
\$21.6 M

Baseball Player
Development Center
Upfit Project
\$12.6 M



Davis Hall
Building Renovation
\$18.0 M



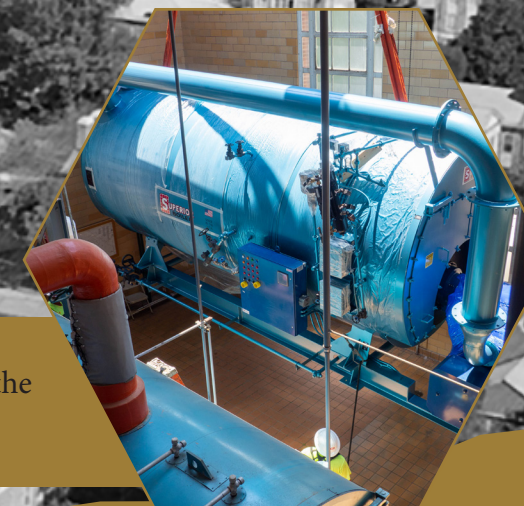
Salem Hall
Complete Renovation and
Modern Transformation
\$21.0 M



ACC Network Control Room
New state-of-the-art facility
\$4.0 M



Sod the Quad
Re-crowning and re-sodding
Hearn Plaza lawn
\$160 K



Boiler Addition
A new boiler added to the
Central Heating Plant
\$1.8 M

Since its move to Winston-Salem in 1955, Wake Forest University's property has grown from 1.2 million square feet to over 5.2 million square feet.



Planning & Construction



The Office of Planning and Construction partners with other departments at Wake Forest University on both large and small construction projects to enhance Wake Forest’s Winston-Salem Campus.



Salem Hall

Complete Renovation and Modern Transformation

Reopening in the fall of 2018, Salem Hall has been transformed into a modern teaching and research facility. While the building has received numerous small renovations over the years, this circa 1955-era chemistry building had never had a complete renovation until now.



\$21 million

4 large teaching labs

19 research labs

nearly 500 hoods with state of the art exhaust controls

new roof, windows, and main entry facade





Repurposing Wood
from fallen and cut trees on campus.



Repurposing Artwork
from student projects.

Construction

The Construction team provides expert carpentry, masonry, and specialized construction for projects around campus. **Reclaiming wood** from fallen trees on campus and renovating campus classroom spaces are a few of the projects this skilled team tackles. **Partnering with landscaping** and other campus departments, the construction team continues to deliver projects with unique craftsmanship.



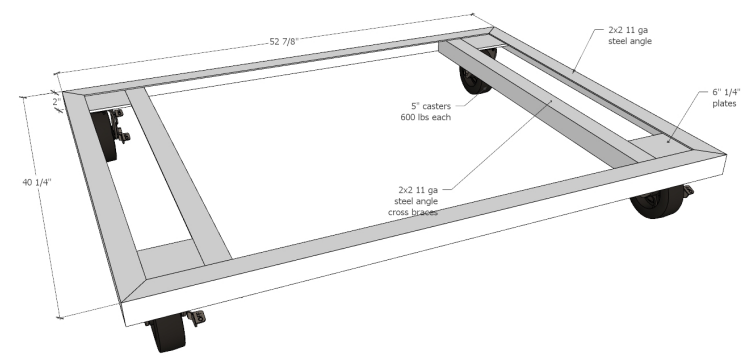
Problem Solving in Facilities

Brainstorm

Projects requiring large plans could be as heavy as 1,000 pounds, but needed to be easily transported, posing a problem for project managers.

CAD Design

The drawn design was mapped out in CAD software to ensure exact measurement.



Construction

A custom base plate was welded and heavy duty casters were attached.



Problem Solved





North Chiller Plant

Within a stripped down 2,513 square foot building, two new 1200 ton chillers were set carefully into place, a leap toward reducing our entire campus electricity consumption by 3 -5 percent overall. The two chillers sit behind a 14 by 21 foot glass air hanger door, showing off the plant's interior.

Each chiller can generate up to 1200 tons of cold water, a total of 2400 tons, doubling the outcome we previously achieved with the old North Chiller Plant. This capacity is about the amount of chilled water needed to cool 800 average 2,000 square foot homes.

WFU launched the Plant on April 2, 2018 and began making efficiency adjustments, improving by a whopping 16% when compared to our old system. Both the South and North Chiller Plants have yielded results that are projected to increase our combined plant efficiency nearly 25%.



With an attractive, but tucked away presence on campus, we chose to display the inner workings of the North Chiller Plant with an air hanger style door and offer class and department tours for those interested in the engineering behind the plant.

The two chillers run so smoothly that a coin can be balanced on its side while the chiller is on full operation - as demonstrated on the North Chiller Plant's launch day.



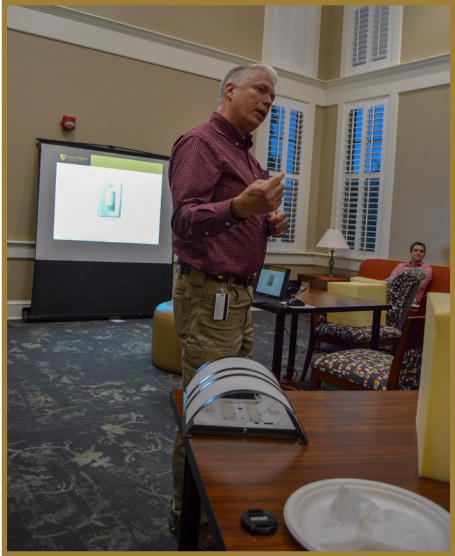


The Building Performance Improvement Initiative is a campus wide collaborative effort to reduce our carbon footprint, improve the efficiency of our building systems, and increase the comfort of our community.



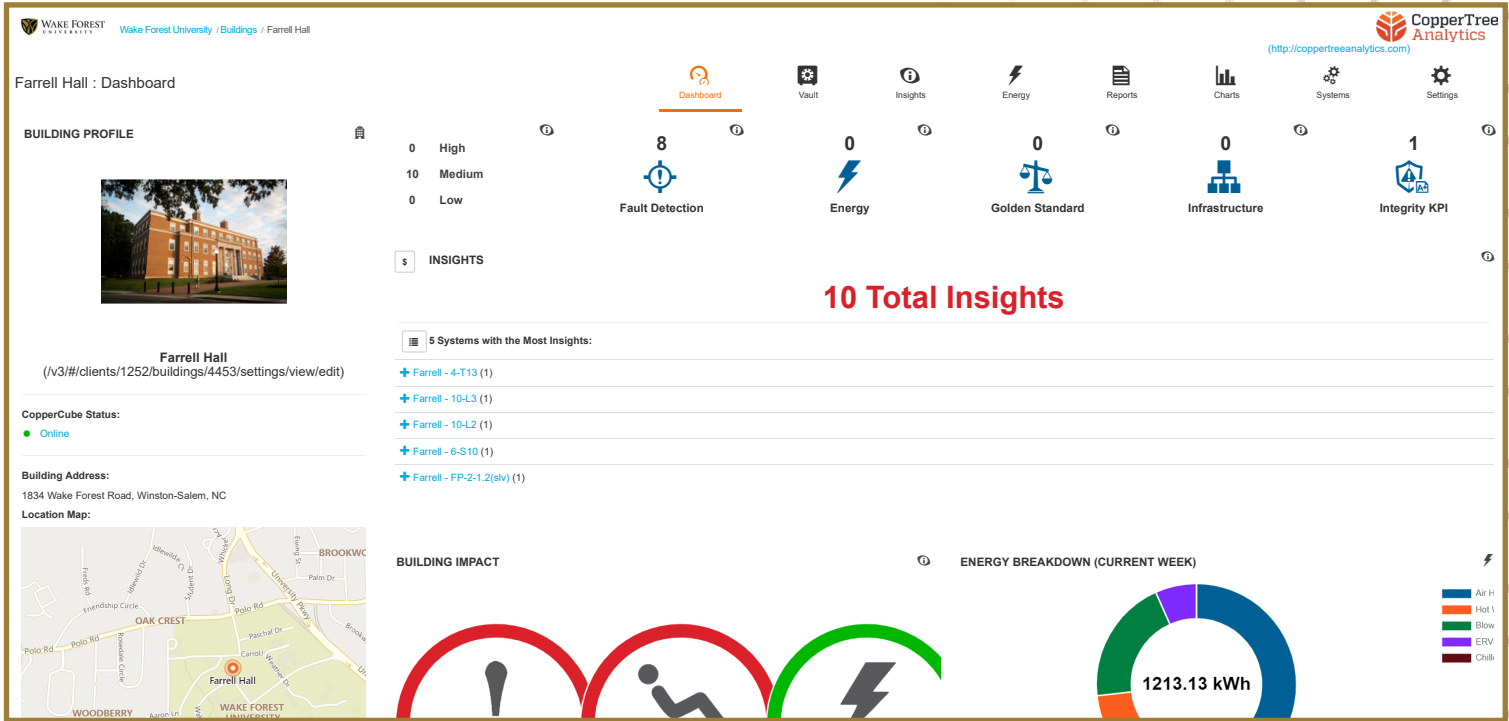
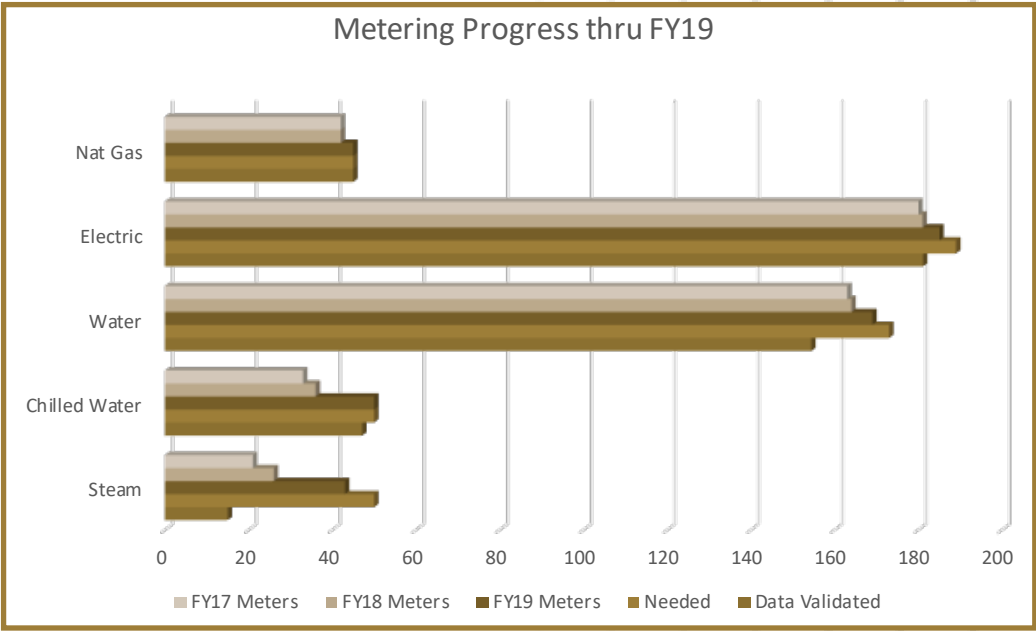
Enhanced PMs: In April of 2018 we started an Enhanced PM program where the Maintenance & Utilities teams perform an intense operational check on the major components of each building's HVAC system. This in addition to routine preventive maintenance will help reduce energy usage and return the systems to maximum efficiency.

Campus Engagement: BPI² engages our campus community to educate and motivate building occupants about our program and it's benefits.



Scheduling: The Building Systems Specialist schedules buildings for automatic shutdowns and startups using occupancy information to save energy when buildings are not in use.

Metering: The meters on buildings measure utility usage in real time for accurate reporting on cost reduction and efficiency.



Analytics: Our team works to analyze data from all BPII program projects to ensure the effectiveness and results of the initiative.

The WFU analytics tool translates building automation systems output data into meaningful information. The tool alerts the building systems team when actions need to be taken and enables them to make informed decisions.

The analytics tool continuously analyzes the building systems through an automated Fault Detection and Diagnostics (FDD) feature that pinpoints where faults are occurring within the facilities, allowing for immediate resolution. The tool ranks fault occurrences by comfort and energy waste.

Exterior lights replaced with LEDs:

- 230 street and parking lights
- 250 pedestrian acorn lights
- 750 outside building lights

We saved 500,000 kwh through LED conversions, enough energy to watch a 42 inch tv for 285 years.

Wait Chapel Lighting Project

We replaced the metal halide light fixtures that shine on the University's iconic Wait Chapel Bell Tower with new energy-efficient LED fixtures that allow deeper and more vibrant colors for special events and other occasions.

The new LED lights are more energy efficient, using approximately 60% less energy and can be operated more safely and effectively from a central master panel that is programmed with options for scheduling, dimming, and customizing colors.

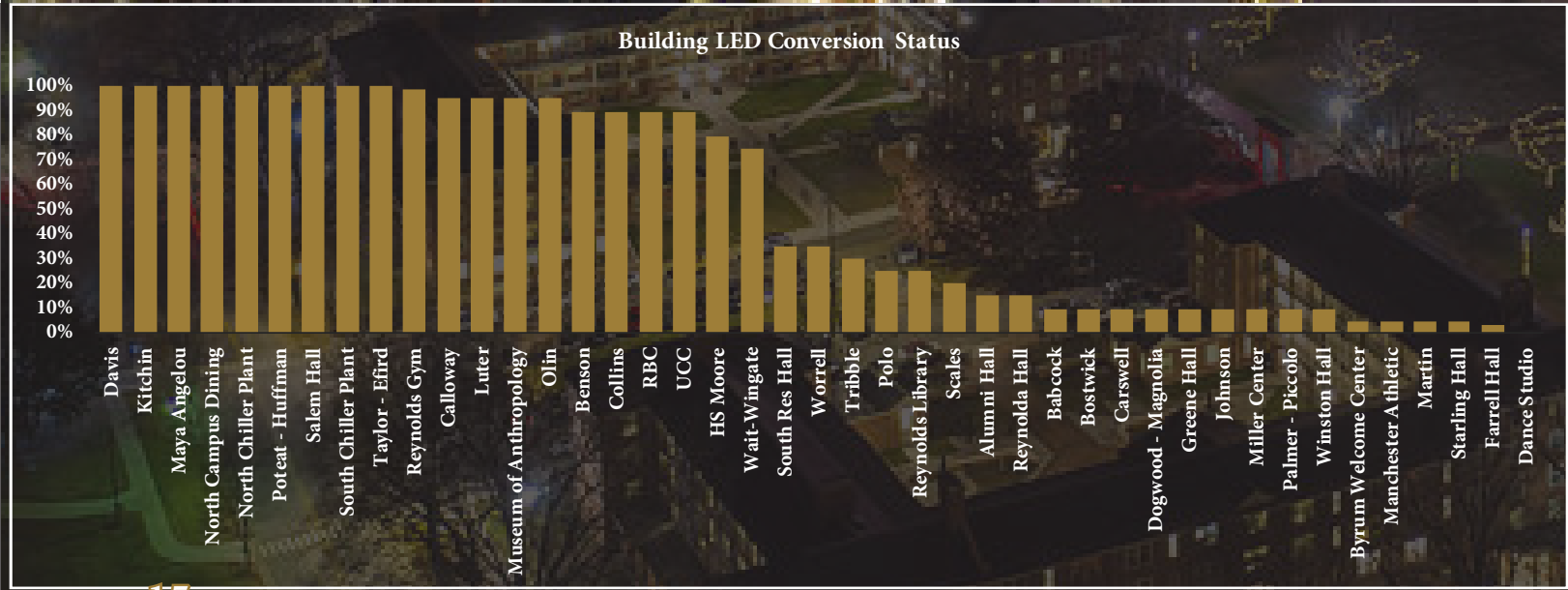
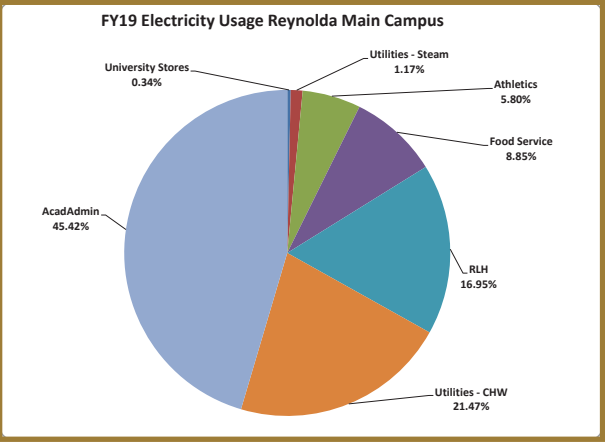
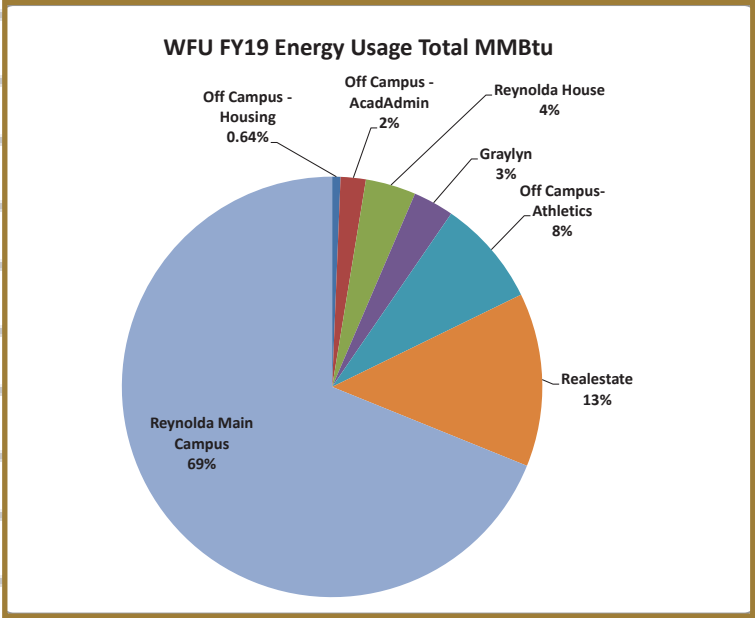


Photo by Clark Lupton '19

Energy

Reynolda Main Campus is responsible for approximately **70%** of total WFU annual carbon emissions and energy usage. With that impact in mind, we have identified several key strategies to achieve a **45%** reduction in gross carbon emissions and reach an energy intensity goal of **95 kbtu/GSF** or **35%** reduction by **2027**.*

*from our 2007 baseline of 148 kbtu/GSF



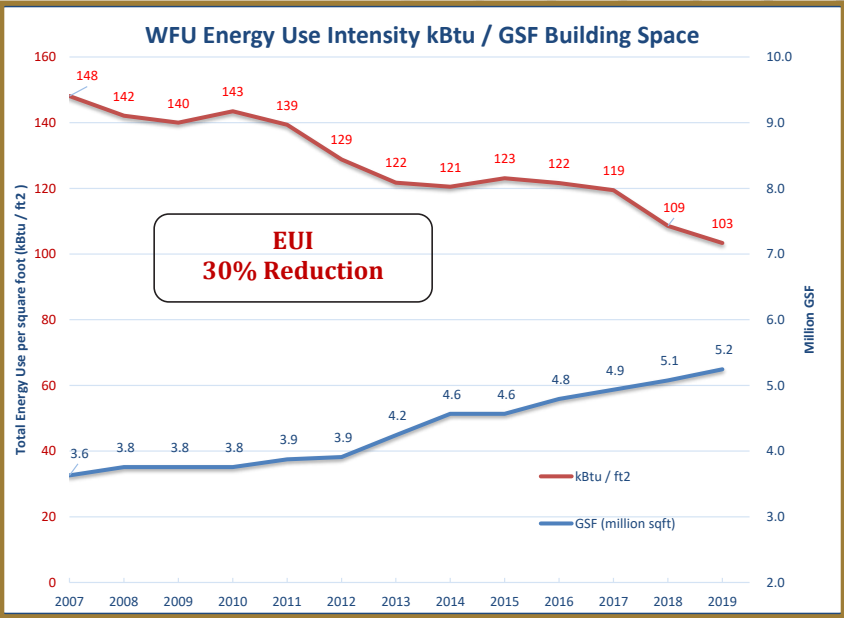
We continue to grow.

We continue to save.

The University has added **44%** or **1,615,173** GSF to our Carbon Footprint since 2007, but reduced energy intensity in buildings from **148** to **103** kbtu per gsf or **30%**. The Energy Intensity chart shows the Energy Intensity (kBTU / GSF) and the total GSF of The University's carbon footprint, and progress of reducing energy intensity of our buildings.

We have been able to keep reducing our energy usage with respect to the reporting GSF growth.

Year	NatGas (dT)	Electric (kWh)	Total MMBTU Reporting	GSF
FY07	228,026	78,886,000	537,642	3,630,121
FY08	224,104	78,735,682	533,783	3,755,461
FY09	227,465	76,543,520	525,718	3,755,461
FY10	231,641	77,435,720	538,879	3,755,461
FY11	234,642	76,483,546	540,083	3,875,337
FY12	210,992	72,867,236	503,342	3,909,027
FY13	219,462	74,126,221	516,299	4,240,478
FY14	235,507	78,172,845	550,372	4,566,764
FY15	251,827	78,561,177	562,011	4,566,764
FY16	257,967	83,043,286	582,926	4,816,515
FY17	257,621	84,840,051	589,367	4,933,330
FY18	243,012	78,132,119	551,165	5,076,133
FY19	242,575	75,858,364	542,151	5,245,294
%Change	6%	-4%	1%	44%

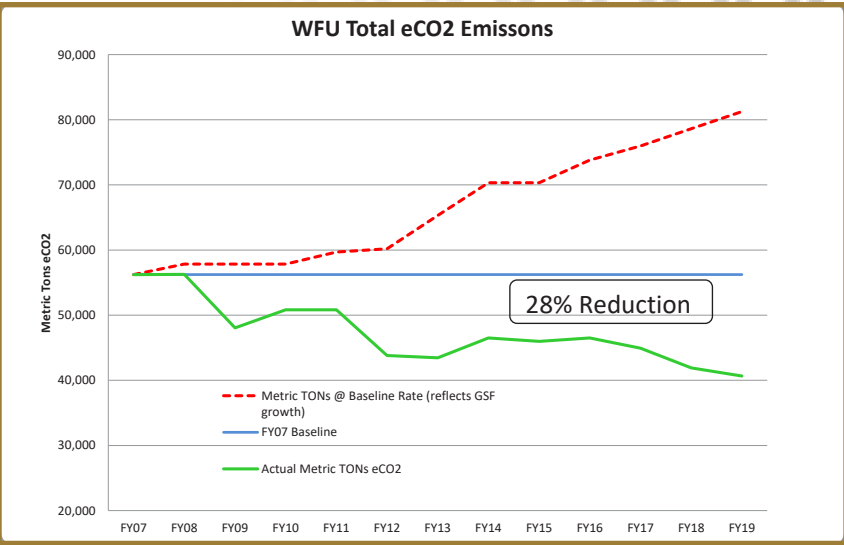


The **Central Heating Plant** got an additional No. 2 fuel storage tank to increase on site storage to **36 hours** of backup capacity.

EV Charging Stations have provided over 1700 charges, for 71 individual cars in Fiscal Year 2019.

Our gross carbon emissions have reduced by over **28%**.

The emissions graph represents what our gross carbon emissions would have been if we continued at our FY07 baseline rate per GSF of emissions.





Facilities In and Out of the Classroom

Our department contributes to the educational environment of Wake Forest, further supporting the mission of the University. Partnering with the Office of Sustainability, we provide tours and class discussions on the campus systems that are working around us.

From the tunnels under the campus steam plant to the rain garden at Winston Hall, students engage in our spaces to directly learn about engineering, environment, and economics.



Wakerspace

Facilities played a pivotal role in one of the most exciting student facing projects by completing the interior upfit for the new Wakerspace.

Campus as a Lab

The Campus as a Lab Program, through the Office of Sustainability, supports collaborative efforts between operational and academic department members in order to create campus-based learning opportunities that engage students in analyzing, evaluating and generating creative solutions for a more sustainable campus.





Habitat for Humanity of Forsyth County reached out to Wake Forest University for volunteers to help build affordable homes in a local Winston-Salem neighborhood. We signed up with **14** staff for two separate days of service alongside the Office of Sustainability.

Facilities & Campus Services has consistently been the most accountable donor to the Forsyth County **United Way**. With **100%** participation in the United Way campaign led by Director of Landscaping, Jim Coffey, we continue to set the example for all Wake Forest University departments.

Our community engagement permeates the campus community with our continued support of the **PDC Program**, offering a series of specialty classes taught by professionals and offered to staff and faculty. The extremely popular **Winter Arrangements** class teaches the basics of creating floral and greenery arrangements with our talented gardening group just in time for the holidays. **Check Engine Light** is a course that Fleet Management gets to lead, sharing some information on car maintenance including tire pressure and oil changes. **Spring Lawn Care** is taught by the turf team, sharing seasonal lawn maintenance pointers to help those without a green thumb grow a lush front lawn.





Wait Chapel Bell Tower & Tunnel Tours

Over **500** senior students toured the bell tower and tunnels during the 1834 Campaign. We also led tours for private groups including **49** staff in Advancement, **12** Dean of the College Office members, Wake Womens Weekend's **16** participants, and the Human Research Protections team of **17**.

12 undergraduate engineering students toured the “**Beating Heart of Campus**” providing a special experience for the University’s **2**-year old engineering program. Other groups that toured our steam plant include **17** Environmental Economics students and **11** Sustainability Assistants and Interns.



Wake Well

What started as a 2 team mission to create a mobile water station, quickly became a community effort led by two guys, Sloan Cole and Seth Looney, and launched on the day of Commencement 2019.

Named by the People

In order to name our prized project, we sent out surveys on social media to gather input. Out of the 25 unique suggestions, we pared down to four final names, then sent them out again on social media for a vote. After 589 votes came rolling in, it was obvious what our winner was. Thus, the Wake Well was born.

40 Gallons
of water provided

256 bottles
diverted from waste

Event Support

Facilities & Campus Services is there behind the scenes to support all events across campus to make sure that everyone who comes to Wake Forest receives the Deacon experience.



Commencement



Earth Week



Lighting of the Quad

Project Pumpkin



Move In



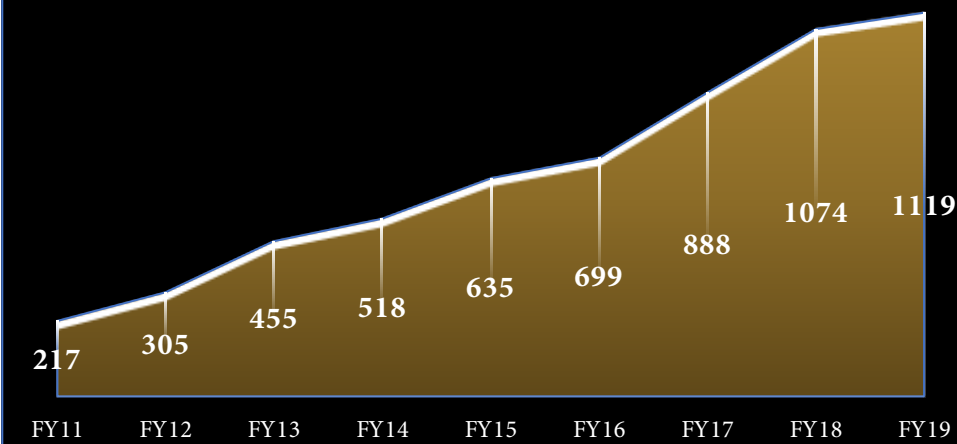
Athletic Celebrations



Hit the Bricks

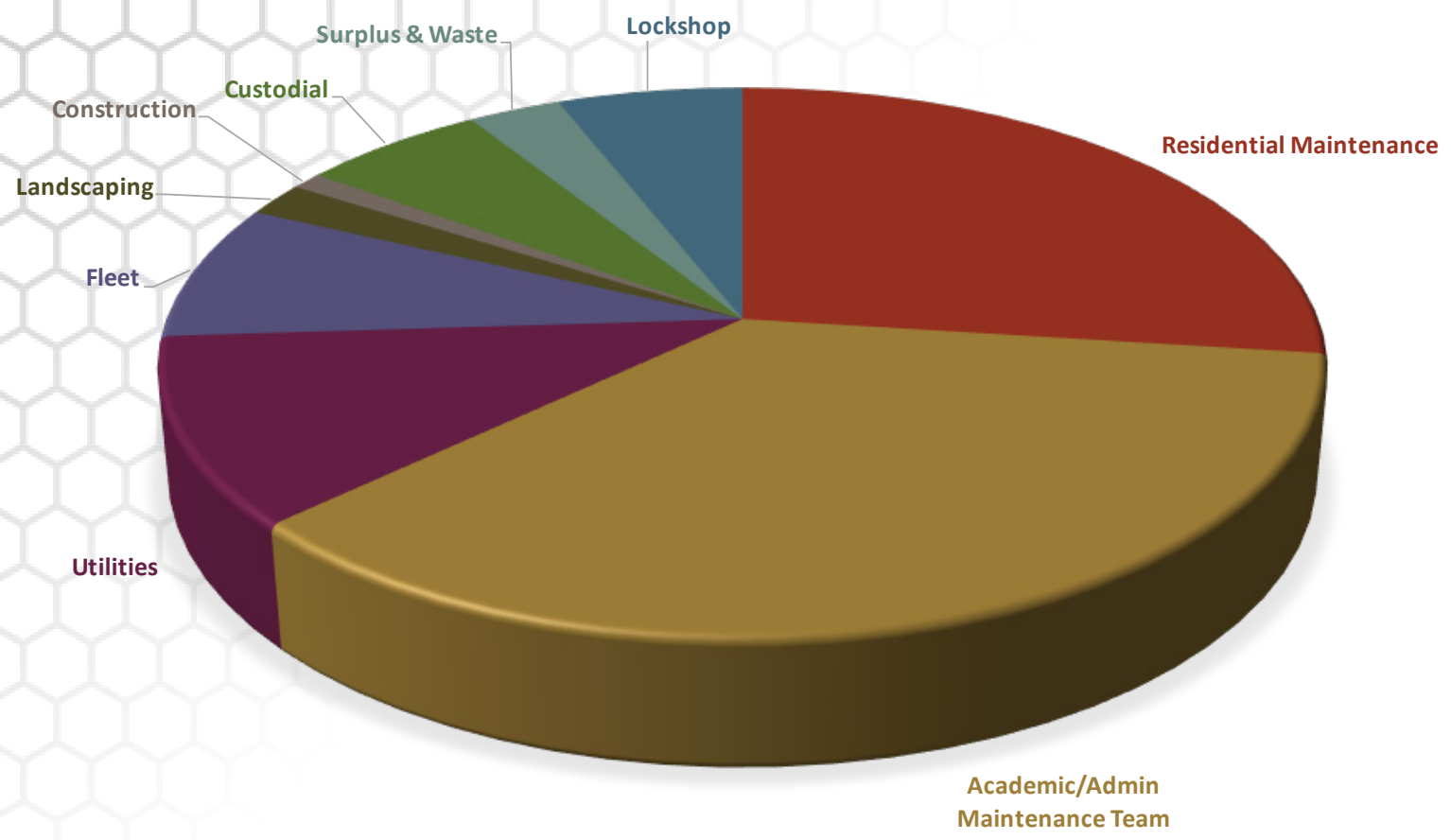


EVENT WORK ORDERS BY YEAR



As we provide event support for a number of campus organizations, our event work orders continue to increase every year.

32,260 Work Orders submitted in FY '19



Summer Process

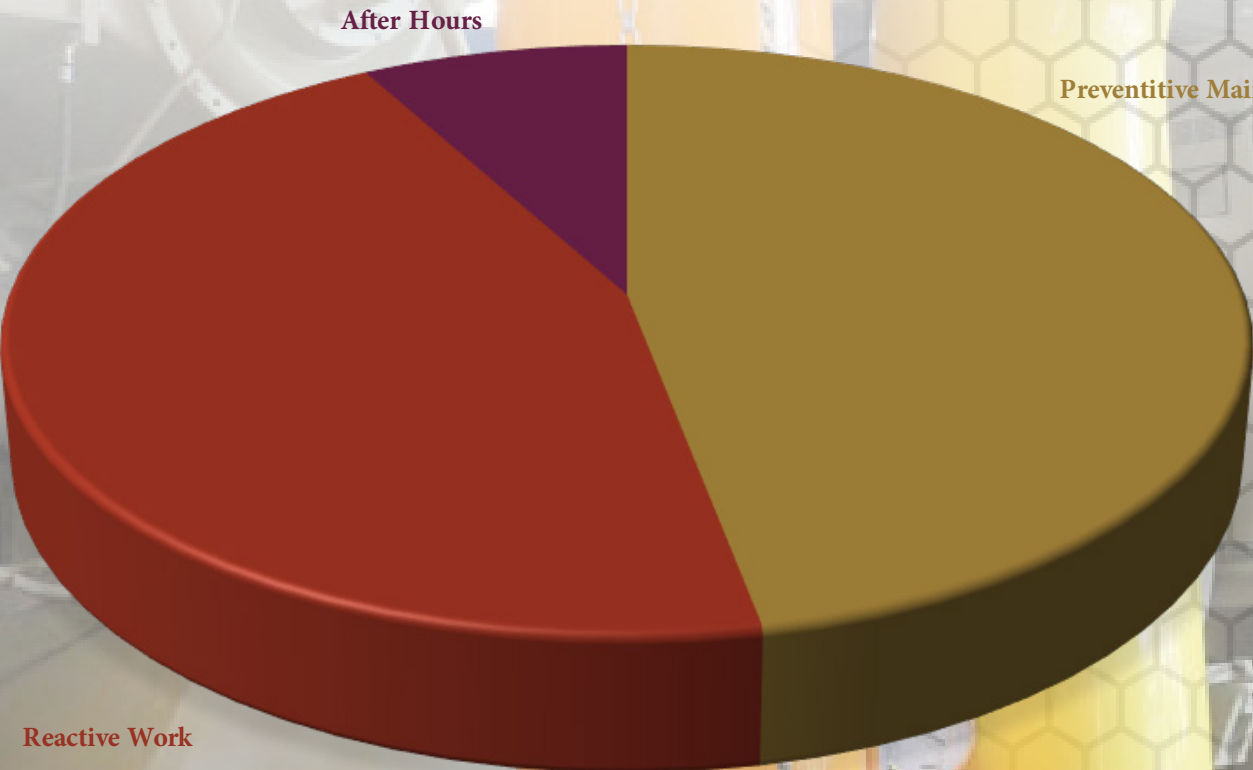
Each summer Facilities & Campus Services works to clean, repair and renew the campus buildings for a new academic school year. In a short summer filled with camps, conferences, and both large and small construction projects we work in partnership with Residence Life and Housing as well as Campus Services and Planning to coordinate time in each building to complete all of the work that goes into preparing the buildings for the return of the students.

approximately **6700** guests

nearly **48,000** bed nights

Preventative Maintenance

Work by Type by Maintenance Teams



22,313 Preventative Maintenance Work Orders

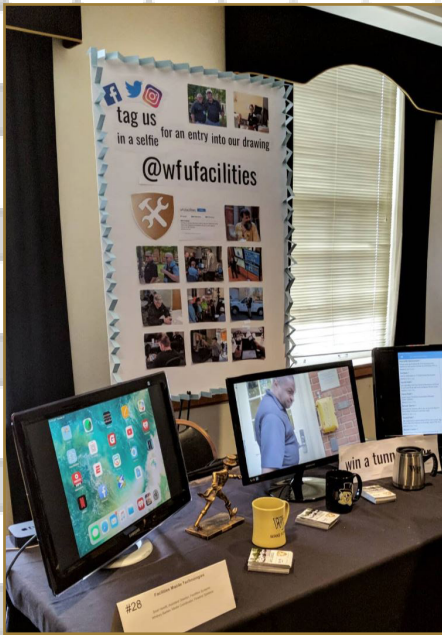
287 PM Templates

3,919 PM Schedules

359 Pieces of Equipment Added

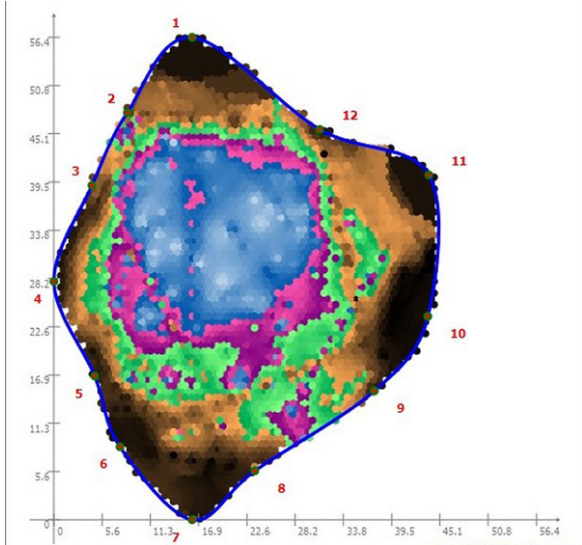
19,219 Filters per year

Technology in Facilities



The Facilities team participated in **TechXploration**, a technology showcase by departments across campus. We demoed our usage of our Work Order system on Ipads, our Lockshop, and our new social media platforms for campus communication.

With the launch of **Workday**, many campus systems (Human Resources, Payroll, Procurement, and P-Card) were consolidated into one primary system of record. This streamlined many manual processes to become more efficient in our daily operations with transactions shared in the Cloud. Facilities installed custom **time clocks** across campus to support the timekeeping portion of Workday.



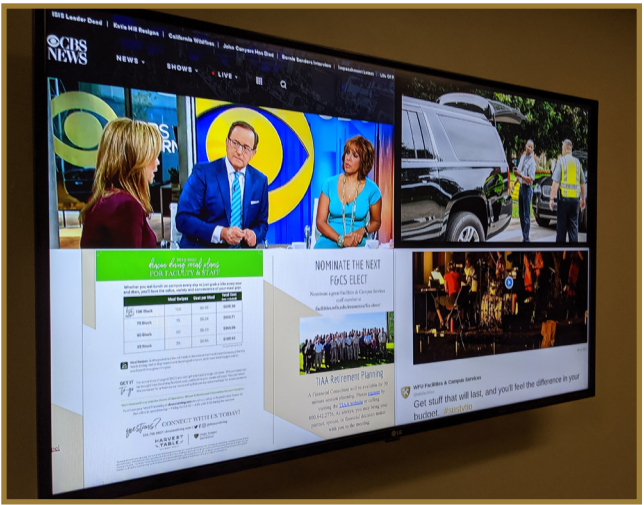
Tree Check is a tool that our arborists use to inspect the health of trees across campus and assess the need to replace trees in collaboration with the Tree Advisory Committee.



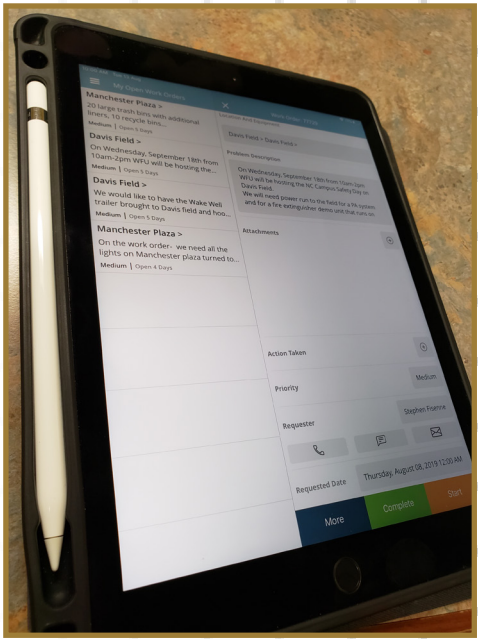
Our Department deployed **Ipads** to managers, supervisors, and technicians in the field for remote access to the work order system, energy management systems, building drawings, and other tools.



The Landscaping department utilizes **Landscape Pro** software to plan garden beds, hardscapes, and campus beautification projects.

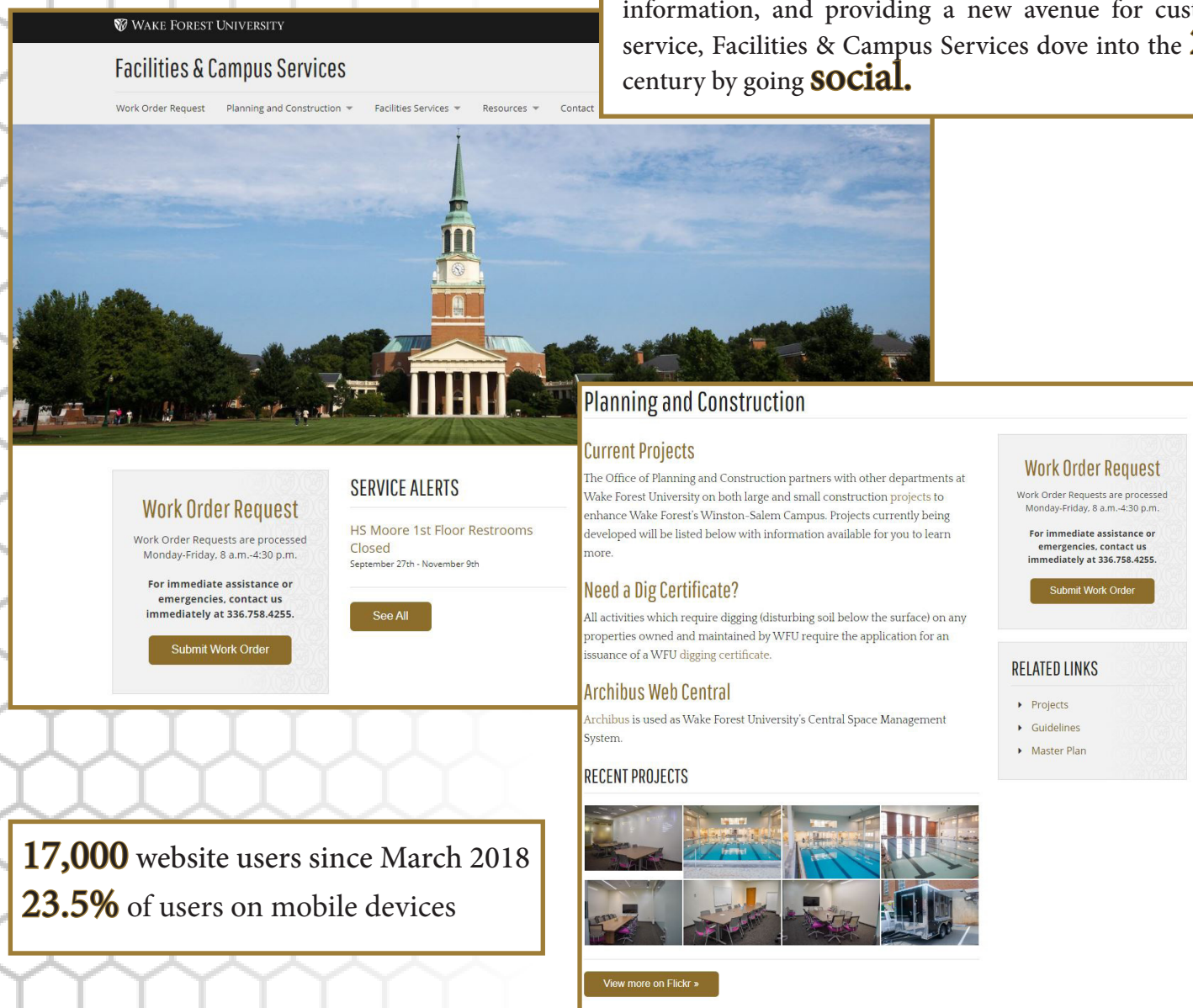


Department employees and visitors can monitor Facilities metrics, latest news, and service alerts on our informational digital **display board** in the HS Moore main office.

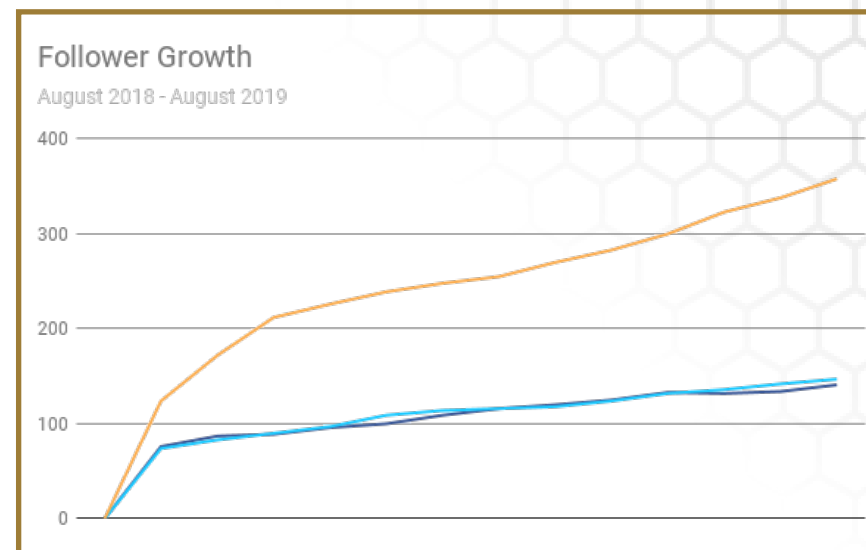


Facilities & Campus Services in the Cloud

Facilities & Campus Services launched the new **Wordpress website** in March of 2018, bringing the site up to the design standards held across campus. The more user-friendly and intuitive site made a great landing page for those who click through our three new **social media** channels that later launched in August of 2018. With the goal of spreading departmental awareness to the rest of campus, communicating time sensitive alert information, and providing a new avenue for customer service, Facilities & Campus Services dove into the **21st** century by going **social.**



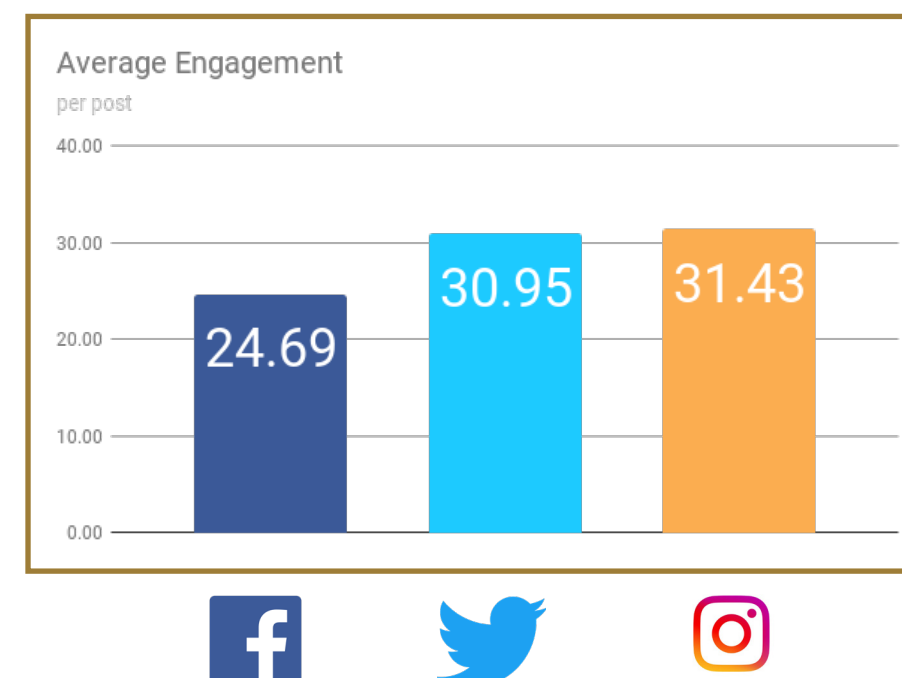
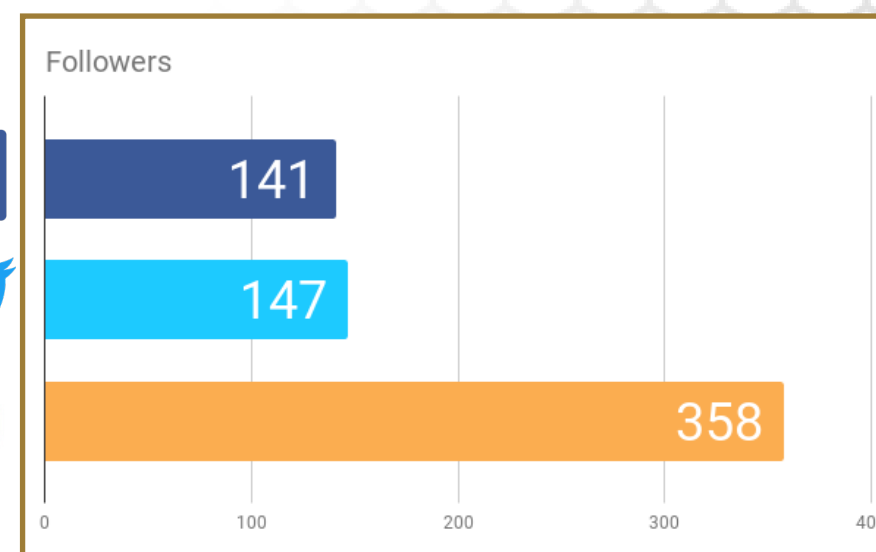
17,000 website users since March 2018
23.5% of users on mobile devices



Throwback
Thursdays
#TBT



While Facebook and Twitter have shown steady, consistent growth, Instagram has taken off ahead of the other two platforms, engaging more students through stories than Facebook and Twitter combined.



Post engagement is vital to track to make sure that our published content is making a positive impact. Engagement is the unit of every click, like, comment, or other conscious action a user takes in response to a post.



Custodial staff in residence life and housing strives to create a healthy and clean living environment while minimizing impact on students.

52 RLH buildings and houses with **1,281,609** square feet of residential space

4,135 beds

56 academic buildings with **2,634,181** square feet

960 miles of toilet paper, enough to roll our way to Kansas City.

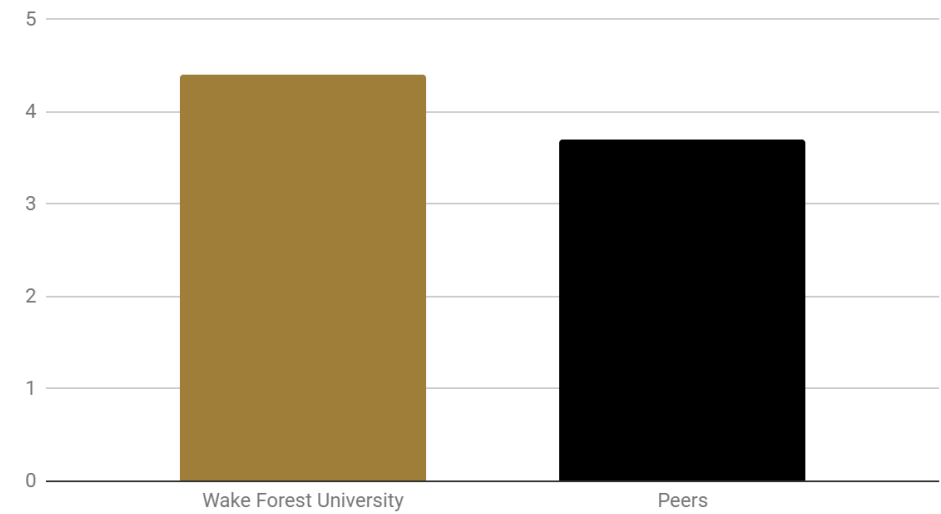


As Facilities launched its three social media channels, Custodial took the spotlight on the successful **#MeetUsMondays** campaign used to introduce new students to the staff in their buildings.

The Custodial department at Wake Forest outperforms its peers in cleanliness as rated by an independent third party industry partner.



Cleanliness

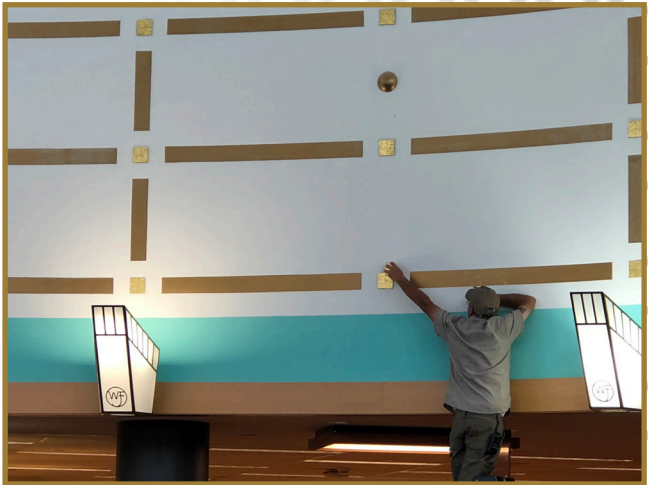


per 2018 Sightlines ROPA+ Study

Maintenance Services



Maintenance Services is divided into two teams that serve our academic/administrative and residential buildings across campus. We are responsible for performing the day-to-day maintenance and repairs necessary to provide corrective and preventive maintenance services for campus, while also managing smaller projects and programs.



Champions of Change

The Maintenance and Utilities Services Team, led by Mike Draughn, was presented with this year's **Resource Conservation** award. This team has worked tirelessly to capture energy efficiency across campus and to translate that work into a greenhouse gas reduction plan.



Rob Hager awarded the Campus Partner Award from WFU Campus Police for going above and beyond in his job to assist and protect the campus community.



Maintenance Services serves our academic/administrative and residential buildings across campus. Our dedicated teams of cross-trained technicians provide a broad set of services to maintain the buildings as well as manage projects to support the deferred maintenance and system-level renewal programs for the buildings. Our projects completed last fiscal year, including renewal projects, are displayed on this map.

Renewals

Roofing Repairs and Renovations on Wilson Wing of ZSR, Bostwick/Johnson, HS Moore, North Chiller Plant, and NCA 1-10.

Interior renovations including new carpet, flooring, and lighting in Scales, Worrell, Carswell, and Reynolda.

Fire Panel Replacement in Tribble, Benson, and Reynolda.

Total Projects

- A. Wait Chapel** - Steeple Lighting Project
- B. ZSR Library** - Starbucks Odor Remediation, exterior painting project
- C. Wingate** - New Fan-coils installed
- D. Reynolda** - The Pit Tray Accumulator and Dish Machine, Installed New Cooling Unit in AT&T Phone Room, and Added
- E. Benson** - Skylight Reseal and Kitchen Window Film
- F. Deacon Shop** - Heat Pump Replacement
- G. Tribble** - Stair Tread Replacement and New Domestic Hot Water Generation System
- H. Reynolds Gym** - New Basketball Goal Controllers
- I. Calloway and Kirby** - Replaced Drives
- J. HS Moore** - Replaced HVAC System
- K. University Entrance** - New Gate Arm Controllers
- L. Alumni Hall** - Replaced 1.5 Ton mini split in CATV room
- M. Scales, OS1, and Campus Ministry** - Added Dehumidifiers
- N. Kitchen** - Large Waterproofing Project at Exterior of Fraternity
- O. Babcock** - New Water Heater
- P. Collins** - Installed Solid Surface Epoxy Flooring
- Q. Palmer and Piccolo** - Installed Solid Surface Epoxy Flooring
- R. Student Apartments** - Replace 1 Large 86 Gallon Hot Water & Waterproofing and Added Dehumidification to Crawlspace
- S. Polo** - Changed All Exhaust Fans on Roof

Off Campus

- Off Site Storage** - Added New Gas Meter
- Wake Downtown** - Repairs
- Throughout Campus** - Installed Hydro Stations

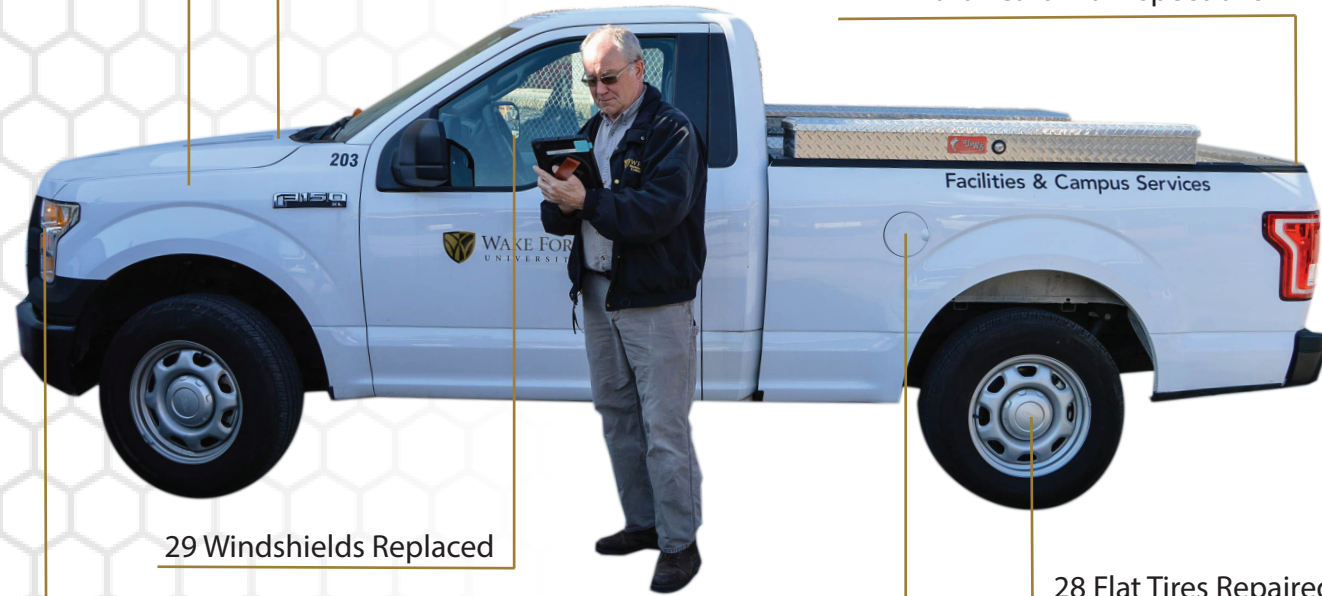
Fleet Management

The Fleet Management team maintains **372** campus vehicles, including trucks, trailers, golf carts, bobcats, and more. There are **152** landscaping specific vehicles, including blowers, edgers, tillers, and chain saws. Of the **372** total vehicles **50** are electric and **9** on the road are diesel.

166 Oil Changes

59 Batteries Replaced

141 North Carolina Inspections



29 Windshields Replaced

150 Lights Replaced

86654 Gallons of Fuel Used

28 Flat Tires Repaired

Satellite Success

Bruce Avelar, the newest member of the Fleet team, came to us from the Satellite Student program. Formerly known as Project Dream, the Satellite Student program is a partnership between Wake Forest University and Winston-Salem/Forsyth County Schools that allows high school students to gain work experience at the Reynolda Campus and Graylyn. Bruce was hired for his full time position immediately after his graduation.

Bruce also participated in the recent shadowing program where student groups shadowed select Facilities and Campus Service technicians and created multimedia projects expanding on the immersive experience.



Lockshop

Reynolda Campus has over **32,000** doors.

Of the doors on campus, **140** are ADA accessible.

Reynolda campus has over **100,000** door hinges.

There are **1500** card readers on campus.

The Lockshop manages over **7000** keys for Housing alone.

Every year, the Lockshop re-cores/ rekeys **700** student rooms.

The Lockshop replaces about **650** mailbox keys per year.



Administrative Professional Conference
 Proven Winners Landscape Roadshow
 International Sanitary Supply Association
 Association of Physical Plant Administrators Workshop
 International Facility Management Association
 Apple Worldwide Developers Conference
 NACD
 NC Clean Energy Technology Center State Energy Conference
 WECC
Dude University Conference
 Atlanta Garden Tours
 The Appalachian Energy Summit
 NAFA - I
Training
 Partners in Community Forestry Conference
 ACUHOI
 Association of College and University Housing Officers - International
 Atlantic Coast Conference Chief Facilities Officer Conference
 Atlanta Botanical Garden Expo
 Southeastern Regional Association of Physical Plant Administrators
 Green Industry
 International District Energy Conference
 North Carolina Association of Physical Plant Administrators
 World Energy Engineering Conference
 National Association of Fleet Administrators
 Equipment Expo
 SRAPPA
 IFMA
 APPA
 APC
 NC State Extension - Turfgrass
 Great NC Tree Conference
 NC Urban Forest Council
 Back Flow Prevention Training
 Tradeline - University Facilities 2019
 Sustainable Fleet Technology Conference
 ISSA
 Sightlines Insight Conference
 Pesticide Application Training
 IDEA

In partnership with the Office of Environmental Health and Safety, Facilities & Campus Services is committed to investing in a secure work environment by understanding and adhering to industry standards, ensuring our employees stay safe while performing their daily duties.



Facilities team members engage in extensive and ongoing training and certifications that require periodic renewal. Training is tracked allowing leadership to ensure that it is current, to estimate budget and resource needs for training and certifications, and establishes greater visibility into the talent and knowledge base of staff.

Fire Safety

In the last five years, speaker/voice/strobe capability in our buildings has expanded from 62% to 86% on Reynolda Campus. In the next five years, we are planning to upgrade an additional 10 buildings.



2620 fire extinguishers on campus

139 fire alarm tests per year



41 fire hydrants

31440 monthly visual inspections



319 fire alarms campus wide

70+ fire inspections per year



54 speakered buildings

41 sprinklered buildings

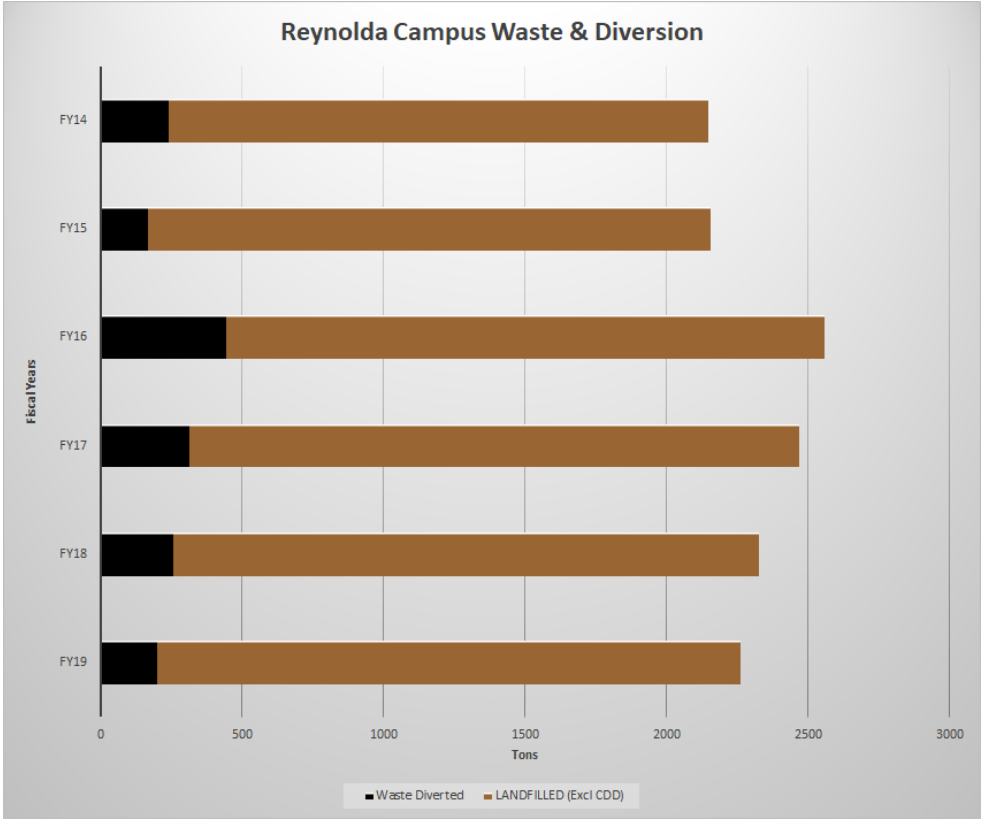
Waste Reduction & Recycling

The Office of Waste Reduction & Recycling is committed to reducing the University’s environmental footprint and promoting sustainable practices. Through continued initiatives such as technotrash recycling, we are making a difference on campus and in the community with our waste diversion. Partnering with Sustainability, we work closely with the various departments, staff, and students to create new waste reduction and recycling initiatives on campus.

Exterior Waste Containers on campus include...

- 328 trash receptacles
- 147 recycling bins
- 25 pet waste stations

87 daily stops for Reynolda Campus building waste collection



Campus Surplus

The WFU Surplus Property Program collects property from departments that no longer need it and redistributes it to departments that do need it. Our primary goal is to maximize reuse of University property and minimize the quantity of property that ends up in our landfills.

579 total surplus Work Orders

1,016 individual items re-purposed on campus

1,361 pieces donated, keeping 22 tons out of the landfill

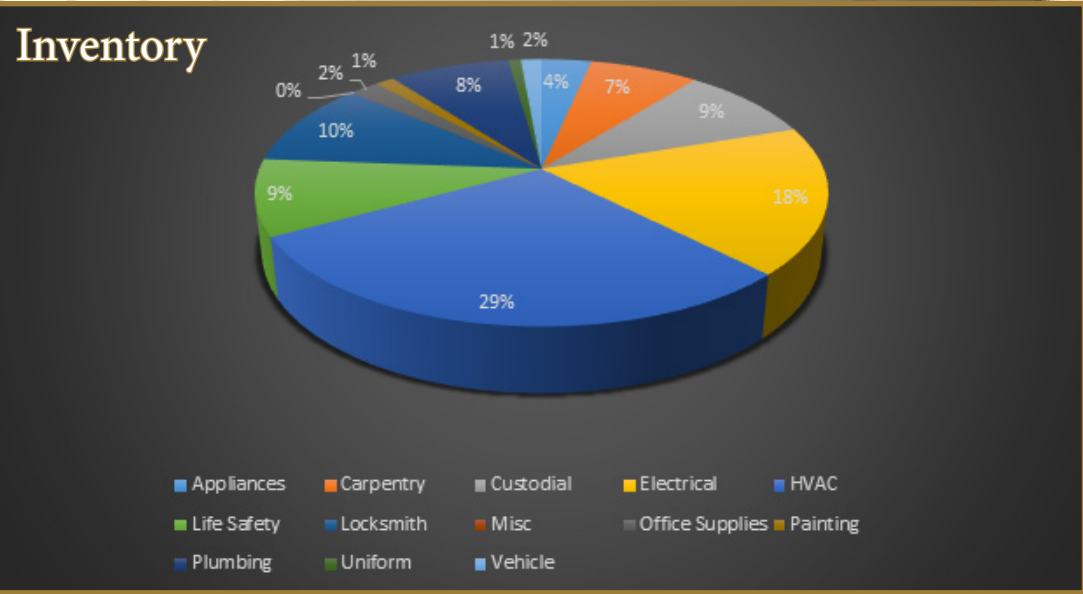


Facilities by the Numbers

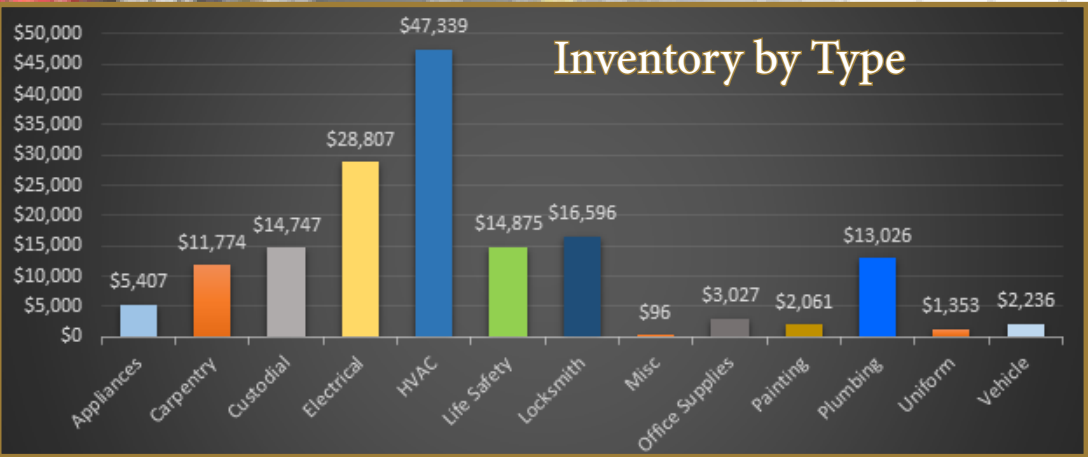
Facilities Warehouse is responsible for ordering, receiving, stocking, and issuing all warehouse inventoried parts and non-stock purchases as requested. Our team of 3 partners with University Procurement to maximize the value of our purchasing power, utilizing Work Day to make the purchase of record and work order system to track inventory.

1,444 parts inventoried

\$161,343 year end inventory value



Our Systems Team provides vital infrastructure operations including the warehouse, our work order system, preventative maintenance scheduling, asset tracking, technical support, financial reporting, utility billing, and digital communications.



Handled **1,084** vendor deliveries

Processed **5,898** part requests from technicians

Over **10,000** inventory transactions

Landscape Services

73 hazardous trees removed

199 trees planted

3,600 gallons of brine spread

35 tons of ice melt used

544 tons of mulch repurposed

40,300 pounds of fertilizer

7,500 pounds of lime

12,500 pounds of grass seed

29,478 annuals planted in two seasons

30,812 tulip bulbs planted

12,800 daffodils planted

320.92 acres on Reynolda Campus



The annual **tulip bulb giveaway** is a chance for the Landscaping team to give back to the campus community. All of the seasonal tulip bulbs that are cycled out of the garden beds in the Spring are given out to staff and faculty who sign up for the event. In 2018, we had over 200 participants pick up bags of bulbs, and our waitlist filled up within the first day it was listed.



#9 on *The Travel's*

"10 of the Prettiest College Campuses On the East Coast"

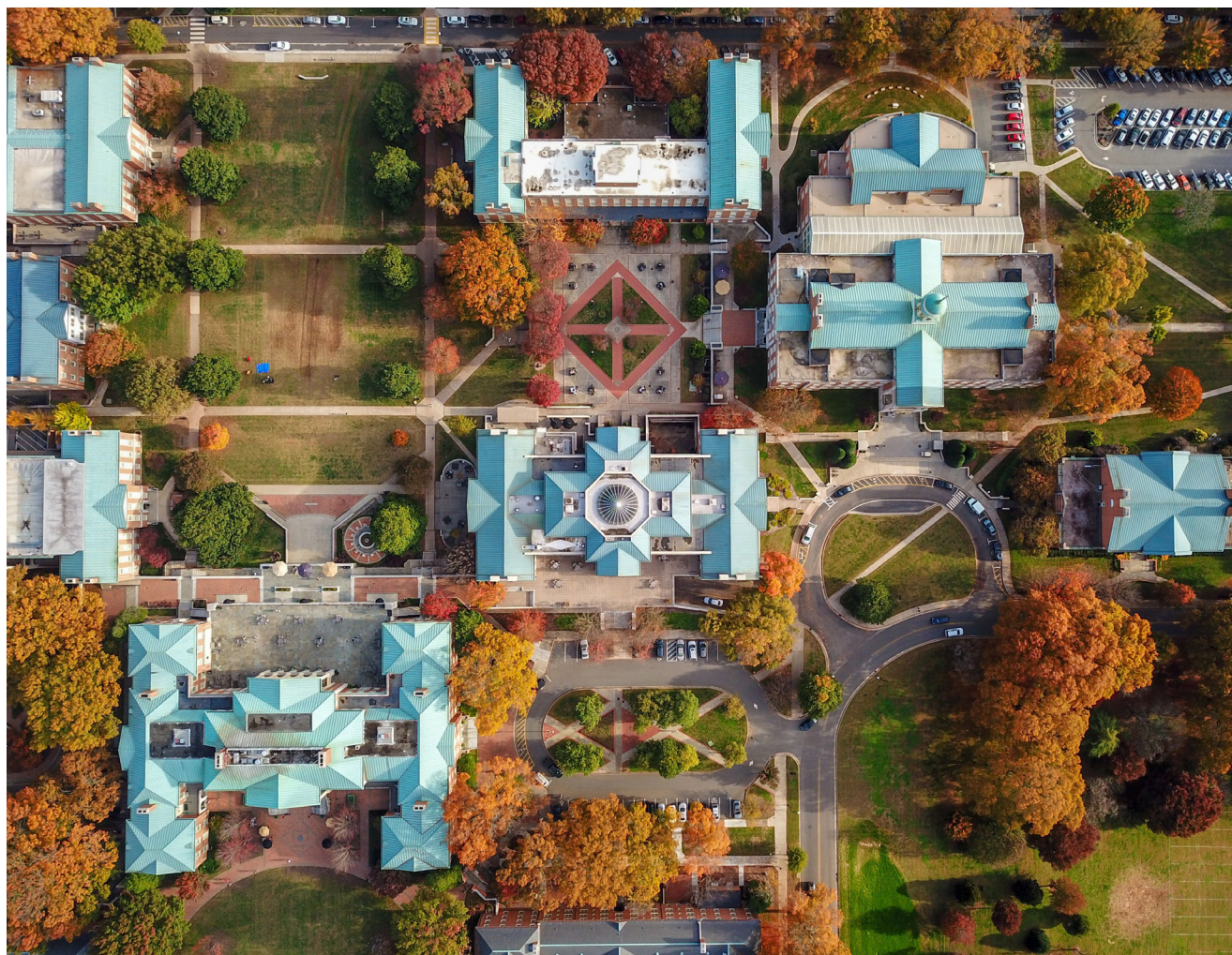


Photo by Clark Lupton '19



WAKE FOREST UNIVERSITY

Facilities & Campus Services
2019