

SCFP SUBCOMMITTEE ON TWIN CITIES FACILITIES AND SUPPORT  
SERVICES (STCFSS)  
MINUTES OF MEETING  
APRIL 17, 2003

[In these minutes: Welcome, University Services' Reorganization and Future Plans, Approval of February 20, 2003 Minutes, Miscellaneous Announcements, Office of Classroom Management Report]

[These minutes reflect discussion and debate at a meeting of a committee of the University of Minnesota Senate or Twin Cities Assembly; none of the comments, conclusions or actions reported in these minutes represent the views of, nor are they binding on, the Senate or Assembly, the Administration or the Board of Regents.]

PRESENT: Gary Jahn, Chair, Sharon Folk, Edward Kosciolk, Kent Rees, Dan Allen, Steve Fitzgerald, Laurie Scheich, John Adams, Calvin Alexander, Patrice Morrow, George Wilcox

REGRETS: Steve Spehn, Jane Phillips

ABSENT: Linda Jorn, Donald Kelsey, Lorelee Wederstrom, Cynthia Jara

GUEST(S): Vice President of University Services Kathleen O'Brien

I). Professor Jahn called the meeting to order and welcomed all those present.

II). Professor Jahn welcomed Vice President of University Services Kathleen O'Brien to the meeting. Vice President O'Brien began by distributing a functional organization chart of to facilitate her explanation of the reorganization of University Services. After assuming her role as Vice President of University Services, Ms. O'Brien was directed by President Bruininks to focus a significant amount of her efforts on restoring trust and confidence in the University's design and construction services.

Today, another principal initiative is unfolding and that is a major reorganization within Facilities Management (FM). Vice President O'Brien suggested that at a future meeting, Steve Spehn be asked to speak to the committee about the FM reorganization. As part of this initiative, Mr. Spehn, Associate Vice President of Facilities Management, intends to distribute a summary document to all groups that FM serves. Ms. O'Brien will make sure that Mr. Spehn has STCFSS on his circulation list.

The purpose for restructuring University Services and FM is to streamline management while simultaneously strengthening supervision. Going forward it will be particularly critical that the correct skill sets are identified in order to hire the right person for each job. The goals of the re-organizational plan include:

- Improve the quality of service by understanding the academic enterprise.

- Improve accountability by delivering a product as it is needed, on time and on budget.
- Improve stewardship by understanding that the long-term health of the University infrastructure is a personal and unit responsibility.

Restructuring changes that have taken place since February 2003:

- Northrup Auditorium now reports to the Auxiliary Services division.
- Capital Planning and Project Management were moved out of FM as well as University Architect Design and Construction and Business/Contract Management.
- Planning and Programming will report directly to Vice President O'Brien and indirectly to the Provost and CFO/Treasurer.
- Facilities Management will have 6 direct reports from the offices of Zone Management, BSAC, Energy and Engineering, Operations Support (includes custodial service, waste management, and asbestos abatement), Quality Service Center, and Land Care.
- As of March 1, 2003, Mike Denny was appointed Interim Associate Vice President for Capital Planning and Project Management. Efforts are underway to have this position filled permanently by June 2003.
- The Public Safety structure was retained with Emergency Management, Office of Central Security and the University Police Department all under this division. Additionally, Campus Health and Safety will retain its previous structure.

Over the last 12 years, Capital Planning and Project Management (Design and Construction Services) was imbedded within FM. By separating out Capital Planning and Project Management, this division will be given the opportunity to develop a greater level of expertise than was possible when it was imbedded within FM. Up to this point, the institution has only had elements of a Capital Planning and Project Management system but no actual system in place. Many of the shortcomings of this unit arose because it operated more as an assembly line and had no team processes in place.

Objectives of the reorganization:

- A high performing team.
- Establishment of cost controls.
- To develop healthy business partnerships.
- Strong leadership – hire people with knowledge, courage, perseverance and who are committed to best practices.
- Continuous improvement – Capital Planning units will measure performance, benchmark with peer institutions, learn from experience and strive for better results.

A member asked what type of changes should be expected in terms of service as a result of upcoming lay-offs. Mr. Spehn's FM reorganization eliminates 104 positions, or 12% of the FM workforce. Several of these cuts are in administrative positions as opposed to

line positions. Vice President O'Brien not only believes that this can be accomplished without diminishing service but rather believes it will actually improve service. There have been redundancies and functions within the system that have been very underutilized, e.g., separate call centers for each zone. Additionally, going forward, custodians will be responsible for cleaning 28,000 square feet as opposed to 25,000 square feet, which is still considered reasonable. No custodial lay-offs are expected but through vacancies and attrition a balance will be achieved. The reorganization means a cultural change because the intent is to move the organization from a fairly entrenched, entitlement bureaucracy to a more productive, results-oriented, customer service bureaucracy.

Director of Classroom Management, Steve Fitzgerald noted that FM has never been funded to the level outlined in the Brenner Report. As a result, in times of shortage, he believes strongly that the focus should be placed on public areas and classrooms at the expense of administrative and other offices. Clearly, according to Vice President O'Brien, where there is more use, more service will be required.

Mr. Fitzgerald observed that the classroom focus is on life-cycle costs and planned maintenance. Is the concept of planned/scheduled maintenance woven into the FM readjustment? A companion initiative in conjunction with the Custodial Improvement Initiative includes a maintenance improvement initiative that addresses scheduled maintenance issues, stated Vice President O'Brien.

A member asked Ms. O'Brien to comment on the hockey riots of the past Saturday, April 12<sup>th</sup>. Ms. O'Brien defended the University's plan from a Campus Life and Public Safety perspective. She stated that it is very disappointing, despite a very good plan, that a small number of individuals can cause problems that make it look bad for a large number of people. The Minneapolis fire chief informed Ms. O'Brien that there were 65 fires in 4 hours, which kept 6 fire fighting companies busy. The University was fortunate that the damage was limited and that no one was seriously injured. An effort is underway to identify the individuals that committed these acts of arson so that they can be brought to justice. The University community as well as the larger community needs to know that this type of behavior will not be tolerated.

There was significant damage to the dock of the Civil Engineering building. Besides damage to the dock and equipment, 2 years of research by a civil engineering PhD student were lost because this research was being conducted on the dock.

Arrests have been made and many of those arrested were University students. Investigations continue to identify others that were involved in order to bring these individuals to justice.

The President's office and Campus Life are very involved with this matter and are determining whether changes need to be made to the Student Conduct Code or whether a companion policy, similar to what Ohio State has instituted, should be adopted to control such behavior. Professor Jahn noted that in conjunction with Beautiful U Day the

University community will be helping to clean up the Dinkytown area. Vice President O'Brien stated that there are relationships that need to be rebuilt in Dinkytown.

III). The committee unanimously approved the February 20, 2003 minutes.

#### IV). ANNOUNCEMENTS:

Professor Jahn provided a brief update on the work of the Accountability Steering Committee. The goal of this Committee is to develop a process for on-going and periodic reviews of service and support units at the University. A few units have been chosen to participate in a pilot program. Professor Jahn is confident that by the fall of '03 a report will come before STCFSS with an update on the program.

Professor Calvin Alexander updated members on the report to SCFP on construction and design issues at the University. According to Professor Alexander the meeting was cordial and it appeared that SCFP was very interested in resolving the University's construction and design problems. The Senate Committee on Finance and Planning is confident that several recent initiatives and reorganizations will help to address many of these issues.

Sharon Folk noted that regular meetings with trades-people and managers are being conducted to deal with the MLAC/Andersen Library issue. Because this issue is being forced there is more accountability than in the past. The HVAC system should be completed this week and, as a result, it is hoped that humidity levels will be under control. Progress is being made, although somewhat slowly. Professor Alexander added that there remains a problem with MLAC data reporting. He suggested that the University use its internal resources to correct these problems.

Professor Jahn informed members that STCFSS in conjunction with CAS, SCEP and SCFP have sent a letter to President Bruininks and Executive Vice President and Provost Maziar asking that priority be given for long-term, lifecycle funding for classrooms.

V). Next, Steve Fitzgerald, provided members with a spring 2003 classroom report. Presentation highlights included:

- There are two types of classrooms, general-purpose and departmental.
- The Office of Classroom Management (OCM) has developed a comprehensive lifecycle-funding model that includes maintenance, equipment replacement and support staffing. Up to now, the University has never addressed classrooms from a total lifecycle cost perspective. The lack of a stable mechanism for funding classroom lifecycle costs remains the most serious issue facing classrooms.
- Approximately \$70 million of tuition is earned in general purpose classrooms every semester. Classrooms are an income generating resource for the University.
- Total general-purpose classroom life cycle costs per year are \$4.87 million. Currently, recurring funding is less than \$1 million. If OCM received \$52 per student/per semester the classroom funding shortage issue would be solved.

- The lifecycle cost system includes literally everything in classrooms such as all technology and equipment, furniture, staff support, etc.
- There is a dynamic relationship between FM and OCM. If either of these entities falters the system will breakdown and teaching and learning will be adversely affected. While OCM is not a part of FM, it is clearly a partner.
- The Office of Classroom Management identifies FM responsible problems in classrooms and tracks them through to completion.
- Examples of OCM's added value to FM include:
  - Assists in all classroom questions such as design, standards, technology, etc.
  - Assists in identifying classroom problems and generating service requests.
  - Actively support FM's initiative to improve custodial training and service delivery.
  - Works to improve building energy efficiency through ongoing classroom schedule coordination with FM.
  - Makes the OCM website an information resource for FM.
  - Assists in promoting efficient utilization of expensive space resources.
  - Defines "out-year" classroom requirements, costs and space needs.
- In the 2002 – 2003 University Plan, Performance and Accountability Report, four of the six institutional measures for facilities are related to classrooms.
- Custodial issues:
  - Custodial performance in classrooms.
  - The Brenner Report defines APPA 2+ as desired service level in University general-purpose classrooms. Facilities Management is not funded to this level of service, and, therefore, cannot provide this level of service.
  - The Office of Classroom Management is a strong advocate for additional funding for improved FM custodial support in central classrooms.
  - The FM Custodial Program Improvement Initiative (CPII) is strongly supported by OCM.
- Not putting recurring funding into classrooms makes the deferred maintenance problem much worse.
- The Office of Classroom Management partnered with FM in its Facilities Condition Assessment (FCA) initiative. The FCA will provide important documentation and data on classroom condition. This initiative will help quantify and justify legislative requirements for maintenance.
- The Office of Classroom Management is not a department but rather represents all departments in central classrooms. Occasionally, FM attempts to assign "departmental" cost responsibilities to OCM. Naturally, OCM is concerned when through this type of process FM attempts to levy a lot of accessibility and infrastructure requirements on OCM as opposed to the infrastructure of the building.
- Only 27% of central classrooms are ADA compliant. This is primarily because doors are too narrow, they lack the appropriate hardware and are not accessible.
- A recommendation has been put forward to use HEAPR (Higher Education Asset and Preservation Renewal) funding to correct classroom accessibility problems.

Part of HEAPR is designed to deal with fire and life safety issues. Therefore, an appropriate use of HEAPR funds would be to fix accessibility problems in central classrooms.

- There is a major culture change in progress. It is becoming increasingly apparent that classrooms are a teaching and learning system with technology, requirements for lifecycle funding, and requirements for support staff. The Office of Classroom Management exists because the University has made a commitment to make central classrooms better.
- Trends:
  - OCM, colleges and departments are leveraging funds. Several colleges and departments are turning departmental classrooms over to central to manage, fund and schedule.
  - OCM is involved in the academic building renovation/construction process as a classroom advocate. Many classroom improvements are closely linked to the capital plan.
- The concept of an Office of Classroom Management has been validated. While there are clearly under-funding issues and other problems, great strides have been made.

Next, Mr. Fitzgerald showed members the OCM website and demonstrated its functionality. The OCM website is located at the following URL:

[www.classroom.umn.edu](http://www.classroom.umn.edu)

VI). New Business:

The consensus of the committee was that because there is no pressing business for May, the May 15, 2003 STCFSS meeting might be cancelled.

Professor Jahn volunteered to draft an annual report and send it out to members for their feedback. Once member input has been received, Professor Jahn will prepare a final version and ask members to vote on whether to approve it or not. Assuming it is approved, the report will be forwarded to SCFP.

VII). Professor Jahn thanked members for their committee attendance this year. Hearing no further business, Professor Jahn adjourned the meeting.

Dempsey

Senate

Renee

University