

SCFP SUBCOMMITTEE ON TWIN CITIES FACILITIES AND SUPPORT
SERVICES (STCFSS)
MINUTES OF MEETING
OCTOBER 24, 2006

[In these minutes: Facilities Management Transformation Update, Dean Rosenstone – Northrop Auditorium]

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

PRESENT: George Wilcox, chair, Michael Berthelsen, Steve Fitzgerald, Denny Olsen, Laurie Scheich, Bernadette Corley Troge, Lorelee Wederstrom, Gary A. Davis, Gordon Girtz, Gary Jahn, Howard Towle

REGRETS: Sean Hanner, Calvin Alexander, Lyndel King, Judith Martin

GUEST: CLA Dean Rosenstone

I). Professor Wilcox called the meeting to order.

II). Mike Berthelsen provided the committee with information on the Facilities Management Transformation Project. He noted that the opportunity to undertake this project was created by:

- President Bruinink's academic strategic positioning initiative to become one of the top three public research institutions in the world.
- Vice President O'Brien's administrative strategic positioning efforts, which focus on service delivery.
- The new budget model, which allocates all facilities' costs back to the academic units.

Reasons for undertaking this project included:

- Improve upon quality and timeliness of service delivery by Facilities Management (FM).
- Clarify expectations to customers of FM service levels.
- Enhance communication with both FM customers and within FM.
- Use FM resources more effectively and reduce wasted time and effort.
- Reduce frustration on the part of customers and members of the FM team as it relates to how FM goes about doing its work.

The project's vision entails:

- Focusing on customers – Rather than buildings being FM's customers, FM's customers will be the programs and staff that occupy the buildings needing maintenance/repair.

- Creating a culture of accountability – Clearly define job responsibilities for FM’s over 1,100 employees, and provide them with regular job reviews.
- Providing good value by being cost effective – FM’s higher expectations and standards will come with a cost, but customers need to feel they are getting a good value.

Currently, action teams are working on how best to implement these proposed changes. Then, once these changes have been implemented, FM will continue to work to improve upon the organization and its service levels.

Mr. Berthelson described Facilities Management’s current communication approach as patchwork and not as coordinated as it should be. Facilities Management will not be able to succeed unless it has clearly delineated decision-making and communication practices in place. To be effective, FM will need to create single points of contact for its customers and facilities.

Professor Wilcox asked Ms. Wederstrom from the Academic Health Center how her office fits into the overall FM scheme. She noted that the focus of her office is on capital planning. However, her office has an unsaid center of responsibility for facilities management in terms of an advocacy role.

Next, Mr. Berthelsen noted that as part of the Facilities Management Transformation Project, Service Level Agreements (SLA) are being defined. An SLA outlines the services that will be delivered to a customer including quality levels, performance measurements and associated costs. Two SLA models have been identified:

1. Stewardship level, which will be the standard for the institution.
2. Extended service level, which includes services that go beyond the stewardship level for those areas that require additional resources to meet their needs. There will be a higher cost associated with this level of service.

Following his presentation, Mr. Berthelsen took members’ comments and questions:

- How was FM’s performance been measured before? How was it determined that changes needed to be made? What metrics will be used to know when FM is operating efficiently? The key difference between this approach and the current approach is that FM will work toward specific agreements (SLAs) and understandings with individual customers to meet their needs, noted Mr. Berthelsen. Metrics for determining whether or not FM is meeting customers’ needs will be solicited from the customers themselves. Also, FM has worked with SiteLines, a national benchmarking organization, who has identified staffing, productivity, service and customer feedback metrics for measuring performance. The Facilities Management Transformation Project is not a cost cutting measure, but rather the purpose is to provide better value to its customers. A true test of whether the project is a success will be whether or not customers are satisfied.

Professor Wilcox stated that the committee will return to this discussion after hearing from Dean Rosenstone.

III). Professor Wilcox welcomed Dean Rosenstone who was invited to talk about the future uses of Northrop Auditorium. He noted that Northrop is too large and central of an asset to only be used part-time and that it needs to be much more a core part of the University. With this said, however, there are no plans to lose sight of what Northrop means to the University and the State of Minnesota.

Dean Rosenstone noted that he and Vice President for University Services Kathleen O'Brien are co-chairing the Future of Northrop Advisory Committee. This Committee has been charged with crafting a vision for Northrop, and providing these findings to senior administrators. Because much of what Dean Rosenstone will share today in terms of the future uses for Northrop is speculative at this time, the committee went off the record with this portion of the minutes.

Professor Wilcox on behalf of the committee thanked Dean Rosenstone for attending today's meeting.

IV). Members unanimously approved the September 19, 2006 minutes.

V). Members continued their earlier discussion on the Facilities Management Transformation Project. Further comments and questions included:

- Identifying a point person for each building on campus may be challenging for FM, especially in buildings that house several units/departments. Mr. Berthelsen noted that the current approach is not working, and, therefore, changes need to be made. The goal is to make FM easier to work with, and, in order to make this happen, FM will need to be responsive to how its customers are organized.
- Make the FM operations supervisor for each building the contact/point person because they know the most about each building. Mr. Berthelsen stated that this is a possibility, but not the only possibility because there are multiple ways to deliver the service.
- The quality of the supervisor and his/her knowledge of the level of service to be delivered, play a critical role in how services are delivered. As this project is being rolled out, focus should be placed on providing supervisors with appropriate training. Regardless of which model is put in place, if the supervisor is not properly trained to do his/her job, the system will not work. Mr. Berthelsen agreed and stated that this is the reason that a great deal of time is being spent on management and supervisor expectations. He added that FM has hired someone to be a supervisory coach to its supervisors.
- How many single point of contact (SPOC) employees will be needed to make this model work and how much will it cost the institution? Mr. Berthelsen stated that an analysis is currently underway to look at this. He added in order to improve upon FM's service delivery, focus groups will be conducted to determine what approaches FM is currently using that are working and where enhancements/changes can be made. In Mr. Berthelsen's opinion, for the number of employees FM has, it is under-supervised.

- Facilities Management should use the hard-working employees it has rather than adding another layer of administration as it goes through this transformation process. Mr. Berthelsen acknowledged this comment, and stated that FM employees will be asked to think differently as FM goes through this transformation process.

Professor Wilcox thanked Mr. Berthelsen for his presentation.

VI). Other business: A member announced that a City of Minneapolis representative will be speaking to the Civil Engineering student transportation group about traffic control and the new Gopher Football Stadium at noon on Friday, October 27th in room #202 of Civil Engineering Building. Committee members who are interested in attending are welcome.

VII). Hearing no further business, Professor Wilcox adjourned the meeting.

Renee Dempsey
University Senate