

CLASSROOM ADVISORY SUBCOMMITTEE
MINUTES OF MEETING
DECEMBER 3, 2007

[In these minutes: Facilities Management Transformation Project]

[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: Ken Heller, chair, Jeffrey Hammer, Caroline Rosen, Mike Berthelsen, Steve Fitzgerald, Roberta Juarez, Jeffrey Lindgren, James Hambleton

REGRETS: Bernard Gulachek, Jay Hatch, Lisa Norling, Eric Otremba, Tina Louise Tyler

ABSENT: Thomas Michaels, Darren Collins

OTHERS ATTENDING: David Crane, Mike Garza

I). Professor Heller called the meeting to order.

II). Professor Heller called on Mike Berthelsen to provide the committee with information concerning the Facilities Management Transformation Project that is currently underway. Mr. Berthelsen began by outlining what he intended to cover in his presentation, which included expected outcomes of the transformation, the transformation process and what will the 'new' Facilities Management (FM) will look like.

The two primary objectives of this project noted Mr. Berthelsen are:

1. Increased management of the University's utility operations.
2. Improved service to FM customers. To accomplish this FM intends to:
 - Be easier to work with by creating a single point of contact.
 - Improve relationships with the University community by creating clear expectations and service level agreements.
 - Provide better overall service.
 - Make better decisions in terms of putting limited dollars to their best use.

This initiative, according to Mr. Berthelsen, was spurred by:

- President Bruininks challenge to the University community to become one of the top three public research institutions in the world.
- FM's goal to be more property service oriented.
- The University's new budget model.

Two years ago FM began a visioning exercise as a means of determining what it wanted to achieve. As part of this exercise, FM focused on its '3 Cs':

1. Customer focused organization.
2. Culture of accountability.
3. Cost effective and quality service.

Professor Heller asked whether FM will be totally supported by fees for services or whether the new budget model will contain a common good component for FM services. Mr. Berthelsen stated that under the new budget model the University has 9 cost pools each with their own cost allocation system. In terms of the utilities cost pool (steam and electricity), FM will bill departments based on their metered use. The other FM cost pool, which includes custodial services, maintenance, land care, elevator services, and waste management services, will be broken down into a cost per square foot calculation billed to units as a common good.

In terms of improving performance, the University is promoting the strategy map concept. This approach is based on the principle that ideas need to relate and support each other. The 4 strategies for improving performance include:

1. Determine what the customer needs. Clarifying expectations and measuring performance.
2. Identify what skills/resources will be needed to meet customer expectations. Make good decisions.
3. Train/prepare employees to deliver goods and services. Build relationships with customers.
4. Provide employees with the resources they need to deliver the goods and services customers want. Build service level standards.

Next, Mr. Berthelsen displayed and spoke to FM's strategy map

Mr. Berthelsen went on to note that the University of Minnesota Twin Cities campus is nearly 23 million square feet. Very few institutions across the United States even approach this size. Having said this, it takes a lot of FM employees to take care of this University.

A member stated that given the fact that FM is a large and complex organization, how does FM intend to get its supervisors up to speed when it comes to knowing how best to handle the variety of issues they may encounter. Mr. Berthelsen reported having asked Steve Fitzgerald how long it took to get the Office of Classroom Management up and running smoothly in order to get an idea for a timeframe for FM. Mr. Fitzgerald noted that it is an on-going process, and delivering early successes is vital. Mr. Berthelsen noted that FM has spent the last year redefining every supervisor and managerial position. In other words, FM has spent the last year defining positions and hiring employees, and the next year will focus on performance management. FM intends to be very clear with all its employees about its expectations, and to provide them with as much training and development as possible.

A member asked whether FM is growing or downsizing. Mr. Berthelsen stated that once the FM transformation is complete it will have grown by approximately 15 managers.

Will FM be responsible for the stadium facilities asked a member? The details are in the process of being finalized. Naturally, FM will be responsible for utilities at the stadium. Currently, Intercollegiate Athletics (ICA) coordinates a custodial program and is responsible for the smaller maintenance items at its event venues, while FM is responsible for major maintenance items such as chillers, coolers, etc.

Will stadium repairs be part of FM's general budget or will it charge a fee for these services asked a member? Mr. Berthelsen explained that in the budget model there are units that are in the cost pool and units that are outside the cost pool. ICA is outside the cost pool; this means that FM bills ICA on a straight time and material basis. Athletics does not positively or negatively affect the facilities cost structure to the academic side of the institution

Mr. Fitzgerald noted both the partner and customer relationships OCM has with FM. He added that if an situation occurs that would impact academic activity, OCM considers this a high priority and responds accordingly. Mr. Berthelsen noted that classrooms represent probably the most challenging custodial issue for FM because of their high utilization. Mr. Fitzgerald added that OCM has a vested interest in the success of the FM transformation project.

How will the new FM structure change how the classroom situation will be managed asked a member? Mr. Berthelsen stated the new reporting structure should minimize issues that have arisen in the past. In addition, because the team lead will be ultimately accountable for his/her area there will be a greater sense of accountability.

A member commented that FM is clearly is a position to be able to expose large systems that are underperforming. Mr. Berthelsen agreed and noted that the number one item on the President's state capital request is eliminating the Science Classroom Building and rebuilding the Science Teaching & Student Services Building (STSS) in its place. The Science Classroom Building is a perfect example of a substandard building that resources need to be devoted to in order to keep it operational.

Members spent a few minutes discussing STSS. A member voiced concern over this building and its lack of student study space. Modern academics requires student study space in classroom buildings. Mr. Fitzgerald noted that there is an established process for all capital projects and as part of this process FM is intimately involved in discussions around design and maintenance.

In closing, Professor Heller proposed looking at STSS in more detail going forward. He went on to thank Mr. Berthelsen for his presentation. Based on today's discussion and earlier discussions he suggested the committee draw up recommendations on classrooms and study space.

III). Hearing no further business, Professor Heller adjourned the meeting.

Renee Dempsey

University Senate