Meeting Synopsis:

1. Call to order
2. Review of the minutes from October 3, 2019
3. Chair’s report
4. Health sciences education building update – Julie Knorr, Project Manager, UW Facilities (10:10 – 11:00 a.m.)
5. Finance transformation – Jason Kalivas, Organizational Change Management Lead, UW Finance Transformation (11:00 – 11:30 a.m.)
6. Good of the order
7. Adjourn

1. Call to order

The meeting was called to order at 10:00 a.m.

2. Review of the minutes from October 3, 2019

The minutes from October 3, 2019 were approved as written.

3. Chair’s report

Borys, the chair, shared that the Architecture Commission met and received updates on the Foster School (facades and landscape ground plans) as well as the Health Sciences Education Building.

The chair also attended the Faculty Council Chair’s luncheon. From the luncheon she learned that the Faculty Council on Faculty Affairs will propose a title and rank change to a Teaching Professor track for full-time, competitively hired lecturers. Additionally, she mentioned that there is an effort within Faculty Senate leadership to address and restructure dispute resolution procedures outlined in the Faculty Code.

Lou Cariello, Vice President for UW Facilities, shared that Mike McCormick has been selected as the University Architect, which he will serve in addition to his current role as Associate Vice President. Council members offered their congratulations to McCormick.

4. Health sciences education building update – Julie Knorr, Project Manager, UW Facilities (10:10 – 11:00 a.m.)

Julie Knorr and Lara Sirois, project managers in UW Facilities, provided an update on the Health Sciences Education Building (HSEB) and the UW Master Plan for South Campus (Exhibit 1).
Mike McCormick noted that within the Master Plan there is intentionality around opening green spaces that lead toward the water. Removing the I Wing is one way to create these kinds of connections, but there are numerous potential corridors (visual and physical). The current design is trying to work well with the I-wing presence through direct connections, and to anticipate its future removal by placement of functional spaces that will benefit from a view to the water.

Members asked questions around accessibility (ADA, bicycle, etc.). Some members were concerned that accessible routes (ADA and bicycles) were not direct and possibly inconvenient. Knorr responded, that there are ADA accessible paths and dedicated spaces for bicycles; however, there are several factors they are considering. Campus accessibility is a larger project that Master Plan will include more broadly, but there are efforts to increase accessibility with in the HSEB. This is one of several issues for which planning studies are underway to see if efficiencies can be gained by addressing at a "regional" level rather than a single-project scale.

Another member was concerned that pathways through buildings may be disjointed and potentially delay travel time. Knorr responded that travel time was a consideration in the design. She further noted that interconnectivity between buildings will incorporate outside, light airy spaces, rather than direct tunnels/halls. It was acknowledged that this is a culture-shift for South Campus students, faculty, and staff, but necessary to increase flexibility of use over time and also regarded as increasing well-being.

5. **Finance transformation – Jason Kalivas, Organizational Change Management Lead, UW Finance Transformation (11:00 – 11:30 a.m.)**

Jason Kalivas, Organizational Change Management Lead for UW Finance Transformation, Nicole Flagg, Grant Award to Close Design Lead, Leona Zamora, Business Systems Analyst, and Lauren Witt, Operating Model Team lead, provided an overview and introduction on Finance Transformation (Exhibit 2).

A member asked if increased efficiency would come at a cost of FTE. Kalivas responded that increased efficiency is not intended to replace FTE. The intent is to make more data available and to reduce an employee’s time spent on finance and procurement activities. Another member asked what savings the University can expect if efficiency goals are met. Kalivas responded that the Provost has set a goal of 15 percent gains in efficiency; however, this may not be realized in dollars. The goal is to better allocate resources and save time.

A member asked for more information about “Change Champions Network” (Slide 10). Kalivas responded that this is a group of individuals who would use and share the program. Kalivas commented that Finance Transformation will need more faculty input throughout the development. The chair requested for an illustration/example of how faculty might interact with the program. The council agreed and welcomed additional presentations at future meetings.

6. **Good of the order**

Nothing was stated.

7. **Adjourn**

The meeting was adjourned at 11:35 a.m.
Minutes by Joey Burgess, jmbg@uw.edu, Assistant to the Secretary of the Faculty

Present: Faculty Code Section 21-61 A: Murray Maitland, Ann Marie Borys (Chair), Ashley Emery, Bill Erdly, Giovanni Migliaccio
Faculty Code Section 21-61 B: Bruce Balick
President’s designee: Lou Cariello
Guests: Julie Knorr, Lara Sirois, Jason Kalivas, Leslie Michaud

Absent: Faculty Code Section 21-61 A: Laura Little, Andy Hoofnagle,
Faculty Code Section 21-61 B: Alena Wolotira, John Carroll

Exhibits
Exhibit 1 – 20191031 FCUFS Presentation.pdf
Exhibit 2 – 20191031.FCUFS.UWFT.Presentation.pptx
Project Goals

- Create a hub for the Health Science education and training that fosters interaction, collaboration, and creativity for students and the health professional community.

- Build a centrally located Health Sciences Education Building utilizing the unique adjacencies of research, academic, and clinical programs to train future health professionals in support of affordable, accessible, and high quality 21st Century health care.

- Create a Health Sciences Education Building with flexible spaces, modern technologies, and a broad array of environments that adapt to the changing pedagogical needs of the Health Sciences and enable active and team-based learning.

- Maintain the outstanding performance of UW’s Health Science schools by attracting and retaining the best health and health care professionals to serve the State of Washington.

- Design the building to enable the Health Sciences campus to support the goals of the 2018 Campus Master Plan.
Campus Context
Site Context
Campus Master Plan

[Map image with various symbols and labels indicating development standards and design guidance]

DEVELOPMENT STANDARDS
- Mid-block Corridor
- Secondary Access Corridor
- View Corridor
- 200’ Shoreline District Overlay

DESIGN GUIDANCE
- Gateway
- Active Edge
- Significant Open Space
- Forested Edge
- Priority Pedestrian Connector
- Shared Street
- Streetscape Improvements
- Service Access
- Potential Parking Access
Exhibit 1

campus scale

[diagram with annotation: "discovery of "Hearts" = active village"]
## Current Funding Path

<table>
<thead>
<tr>
<th>TYPE OF FUNDING</th>
<th>FUNDS</th>
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<tbody>
<tr>
<td>Health Sciences Schools + Advancement (Donor)</td>
<td>$10,000,000</td>
</tr>
<tr>
<td>State of Washington OFM</td>
<td>$623,000</td>
</tr>
<tr>
<td>State of Washington OFM</td>
<td>$10,000,000</td>
</tr>
<tr>
<td>State of Washington OFM</td>
<td>$60,000,000</td>
</tr>
<tr>
<td>UW Inter-lending Program</td>
<td>$20,000,000</td>
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</table>

**Total Funding** $100,623,000
What is “IN”?

- Freestanding building
- Big & Small program organization
- Investment in a Student Heart + Culture of Care
- Intentional Transparency
- Legible Vertical Circulation
- CLT floors and roof
- 4 stories + basement
- High performance envelope
What is “IN?”

LARGE ACTIVE LEARNING CLASSROOMS (3)
- FLEXIBLE ACTIVE LEARNING CLASSROOM
- FLEXIBLE ACTIVE LEARNING CLASSROOM
- FLEXIBLE ACTIVE LEARNING CLASSROOM

MEDIUM ACTIVE LEARNING CLASSROOMS (6)
- ACTIVE LEARNING CLASSROOM
- ACTIVE LEARNING CLASSROOM
- ACTIVE LEARNING CLASSROOM
- ACTIVE LEARNING CLASSROOM
- ACTIVE LEARNING CLASSROOM
- ACTIVE LEARNING CLASSROOM

ANATOMY LAB SUITE

STUDENT COMMUNITY CENTER
- STUDENT COMMUNITY CENTER
  - LOUNGE SEATING
  - COLLABORATION / INFORMAL LEARNING
  - TEAM STUDY
  - IPE STUDENT LOUNGE

SMALL CLASSROOMS (8-10)
- SMALL CLASSROOM/SEMINAR
- SMALL CLASSROOM/SEMINAR
- SMALL CLASSROOM/SEMINAR
- SMALL CLASSROOM/SEMINAR
- SMALL CLASSROOM/SEMINAR
- SMALL CLASSROOM/SEMINAR

SKILLS LAB SUITE
- SKILLS LAB CLASSROOMS
- SKILLS LAB CLASSROOMS
- SKILLS LAB CLASSROOMS

Offstage/Control/Equip
Where are we in the process?

UW HEALTH SCIENCES PROJECT SCHEDULE

PROJ. DEF. 11/5/10
18 WEEKS START UP
PROJECT DEFINITION

DESIGN/ PRECONSTRUCTION
5/24/19 5 MONTHS/64 WEEKS
3% DESIGN CONTINGENCY ($1.1M)

CONSTRUCTION
6/18/19 22 WEEKS ENABLING/EARLY WORK
8/19/20 9 WEEKS SHORING/MASS EX.
11/5/20 17 WEEKS STRUCTURE
5/18/21 17 WEEKS ENVELOPE & FIT-OUT/SITE WORK/CX

PERMITTING
8/1/19 30% SLP
8/7/19 60% SLP
1/1/20 1/15/20 STRUCTURE PERMIT (PHASE 1)
1/15/20 8 WEEKS BELOW GRADE PERMIT (PHASE 1)
1/14/20 STRUCTURE PERMIT (PHASE 1) COMPLETE

2/15/21 2/15/21 BUILDING PERMIT (PHASE 2) ISSUANCE

FINAL TARGET COST 6/18/20 8/4/20

20 MONTHS
12/2/19 SITE UTILITY WORK
6/15/19 BUILDING PERMIT WITH PLUMB/ELEC/FIRE PROTECTION

42 MONTHS
2% CONSTRUCTION CONTINGENCY ($1.1M) + 2% E&D CONTINGENCY ($1.1M)
Concept LOGIC
[overview]
Existing Site
Indoor – Outdoor Rooms
Active Edge
Porous Podium
Student Heart
Site LOGIC
[overview]
“ahhhhhhh...” moments + decision nodes
Preferred Plan
View from top of slope
Summer

Solar Exposure 9:00am to 4:00pm
Spring/Fall

Solar Exposure 9:00am to 12:00pm

Exhibit 1
Winter – without I-Wing

Solar Exposure 11:00am to 5:00pm
Concept Execution
[experiential section]
Experiential section
Experiential section

CONVEY THE BUZZ PRACTICE
Experiential section

CONVENING, CONVEY, THE BUZZ, PRACTICE
Experiential section

Exhibit 1

ENGAGE
BOND
CONVENE
CONVEY
THE BUZZ
PRACTICE
Podium
Program organization
Concept EXECUTION
[skin]
Envelope design criteria

- Reflect the environment + program
- Set precedent for performance on south campus
- Operate at multiple scales
- Convey a sensory, textural gradient (opaque, semi-opaque, semi-transparent, transparent)
- Express significant opening/program at the ‘heart’
Podium
Skin
Skin – Environmental Response
Skin - Gradient
Ground Level

West Elevation
- Entry + lobby
- Solid site wall (grade change)

South Elevation
- Classroom daylighting
- View to program
- Entry + lobby

East Elevation
- Solid site wall (grade change)
- Entry + lobby

North Elevation
- View to program
Culture of Care
Culture of Care
### How is the gradient expressed?

<table>
<thead>
<tr>
<th>Perforate</th>
<th>Fold</th>
<th>Shingle</th>
<th>Layer</th>
<th>Pattern</th>
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<tbody>
<tr>
<td><img src="image1" alt="Perforate" /></td>
<td><img src="image2" alt="Fold" /></td>
<td><img src="image3" alt="Shingle" /></td>
<td><img src="image4" alt="Layer" /></td>
<td><img src="image5" alt="Pattern" /></td>
</tr>
</tbody>
</table>

Exhibit 1
Explanations

campus scale

human scale
Explorations

large scale

small scale
Materials
Concept EXECUTION
[spatial sequences]
Campus-scale welcome
Pedestrian Scale Welcome
Collaboration Lobby
View from the ‘Heart’
South Room
UW Finance Transformation

Faculty Council on University Facilities and Services (FCUFS)
October 31, 2019
INTRODUCTIONS

> Jason Kalivas, Organizational Change Management Lead

> Nicole Flagg, Grant Award to Close Design Lead

> Leona Zamora, Business Systems Analyst
BUILDING TOWARDS FINANCIAL TRANSFORMATION

> Since the Roadmap for Administrative Systems Modernization in 2008, UW has been on a path towards Financial Transformation, each step building on the last.
BENCHMARKING STUDY

> Per Hackett, UW Spends $226M on finance, procurement and supply chain annually
  - Twice as much as our peers, as a percent of revenue

> UW Academy is less efficient than our peers
  - 3,000 people involved in Finance
  - +750 finance systems

> UW Medicine is more centralized, and has a headcount and process more similar to our peers

> 1,046 Academy staff reported spending <=30% of their time on Finance and Procurement activities
  - this is not their primary role
  - Does not include those who spend <10% of their time on these activities; they were likely not reported

1) Analysis includes FTEs who perform more >= 10% of their time on the respective process
2) Academy includes SoM; Medicine excludes Valley Medical Center and SoM

*Peers from Hackett Database
KEY LESSONS LEARNED FROM HRP

- **Focus on business transformation, not simply technology → Change Management**
- Scope, schedule and budget: If you change one, you impact all
- **Engage the right people at the right time**
- **Focus on end-to-end processes**
- Ensure process transformation & redesign teams have access to the system during the process
- Value voice, collaboration and the courage to course correct
- Leadership and Program Team **speak with one voice**
- Maintain UW commitment and momentum when turnover occurs
- Focus on reporting early
- **Focus on operating model early**
OVERALL UWFT VISION

To deliver accurate and complete financial information that will empower value-driven decisions and ensure integrity and responsible stewardship for the University of Washington
UWFT GOVERNANCE STRUCTURE

Board of Deans & Chancellors
Accounting Advisory
Process Transformation Teams
UW Medicine Advisory
Technical Advisory
Faculty Focus Groups

Sponsor Team
Program Leadership Team
Core Transformation Team
Technical Leadership Team
Program Team

= Current
= Future
TRANSFORMATION MATURITY MODEL

1. ERP System Replacement
Low degree of transformation. Lift and shift existing technology. Limited redesign of existing processes. Operating model remains intact.

2. ERP Impacted Process Redesign
Medium degree of transformation. Cloud capability leveraged. ERP-impacted processes standardized, with corresponding change to operating model.

3. End-to-End Process Redesign
Medium – High degree of transformation. All Supply Chain and Finance processes standardized. New operating model established with ERP enablement.

4. Automation and Complete Consolidation of Services
High degree of transformation. All Supply Chain and Finance redesigned to leverage a leading operating model for transaction processing. Unified shared service(s), irrespective of ERP.
PROGRAM STATUS

JAN 2018

- FOUNDATION DATA MODEL BLUEPRINT 1.0
- ESTABLISH PROGRAM GOVERNANCE
- BENCHMARKING AND DATA-GATHERING, INVENTORIES

READINESS
18 months

- HIGH-LEVEL PROCESS MAPPING AND HRP WORKSHOPS
- WORKDAY "DEEP-DIVE SESSIONS"
- UNIT PROFILE REVIEWS

DEC 2019

- FOUNDATION DATA MODEL 2.0 PILOT ENGAGEMENT
- DRAFT SCOPE, SCHEDULE BUDGET
- BOR APPROVAL
- DIRECTIONAL OPERATING AND WORKDAY SUPPORT MODEL DECISIONS
- 9BOX ESTIMATES AND WORKDAY AMU PROTOTYPE SESSIONS

- WORKING GROUPS, PEER OUTREACH
- FACULTY FOCUS GROUPS
- UNIT PROFILE REVIEWS
- DRAFT SCOPE, SCHEDULE BUDGET
- BOR APPROVAL
- DIRECTIONAL OPERATING AND WORKDAY SUPPORT MODEL DECISIONS
- 9BOX ESTIMATES AND WORKDAY AMU PROTOTYPE SESSIONS

FINANCE TRANSFORMATION
UNIVERSITY of WASHINGTON
IMPLEMENTATION TIMELINE

JAN 2020
- PLAN 2 months
- ARCHITECT 7 months
- CONFIGURE & PROTOTYPE 9 months
- TEST 9 months
- DEPLOY 3 months

JUN 2022
- END-USER TRAINING
- PAYROLL PARALLEL TESTING
- TRAIN-THE-TRAINER
- USER ACCEPTANCE TESTING (UAT)
- END-2-END TESTING

PROCESS DESIGN WORKSHOPS
CHANGE CHAMPIONS NETWORK
PROCESS TRANSFORMATION TEAMS
USER PLAYBACK SESSIONS
END - 2 END TESTING
USER ACCEPTANCE TESTING (UAT)
END-USER TRAINING
PAYROLL PARALLEL TESTING
TRAIN-THE-TRAINER
HOW WILL FACULTY BE INVOLVED IN UWFT?

> Regular meetings and input from BoDC, SCPB, Chairs

> Faculty focus group and advisory opportunities

> Sign up for our newsletter (email uwftask@uw.edu)

> Invite us to attend meetings

> Other suggestions/opportunities?
QUESTIONS?

> Please email additional questions and feedback to:

- UWFT Finance Transformation: uwftask@uw.edu