

## The Colleges and University Housing Services Introduce Restructured Facilities and Asset Development Program

### *Evaluation – Assessment - Transformation*

**CUHS, UC Santa Cruz, CA:** After 18 months of review and best-in-class benchmarking, UC Santa Cruz is introducing a new structure for the Facilities and Asset Development organization. Organizational transformation will occur with the implementation of a more comprehensive and integrated *Facilities Program*. This transition is a major component in the ongoing process improvement efforts across all functional organizations within *The Colleges and University Housing Services*.

A nine-member Facilities Task Force, chaired by Ramona Pulido from UC Davis and supported by AVCOR Consulting, analyzed and evaluated the existing facilities program for all on-campus student housing, dining and student facilities between March and June of 2003. The primary charge to this task force was to suggest an organizational model that would improve accountability for facilities operations and remain consistent with the standards of the higher education housing profession. As with all recent CUHS Task Force assignments, core competency assessment, training development and technology utilization were integral to creating a sound recommendation.

In October 2003, the Facilities Working Group, chaired by Associate Vice Chancellor Jean Marie Scott, began to facilitate further analysis and focused discussion of the organizational, financial and programmatic options and requirements necessary to launch the new program by July 1, 2004. The Working Group also developed a mission statement for the Facilities and Asset Development unit that emphasizes cost-efficient planning, developing and maintaining of a comfortable and safe physical environment for our residents while maintaining CUHS assets in coordination with other campus facilities units.

In the third phase of planning, Associate Vice Chancellor Jean Marie Scott established and chaired a Transition Team to initiate implementation of the new organizational model. As part of the implementation, a number of task teams are currently investigating and will be making recommendations about: the acquisition and development of computerized maintenance management tools; the development of maintenance standards and practices; a reframing of purchasing processes; the implementation of training and development programs; the efficient utilization of transportation resources and workspace; and a review of the student employee aspect of facilities operations.

Under the new organizational plan, the campus has been divided into three regions. Facilities personnel are assigned to colleges and housing units and report to regional supervisors, who report to regional Facilities Asset Coordinators (FAC). The FACs are responsible for short- and long-term maintenance and for coordination with customers and other campus units. A new Operations Support Coordinator directs the in-house skilled crafts team and oversees operation of the computerized maintenance management system. The coordinators report to the Assistant Director for Maintenance Operations, a position filled in July by Chris Attias and reporting directly to Elise Levinson, Director for Facilities and Asset Management.

For more information on the UC Santa Cruz Facilities Program please visit: [www2.ucsc.edu/cuhsfacilities/](http://www2.ucsc.edu/cuhsfacilities/)

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For Immediate Release: 9:00 a.m. PST – October 5, 2004

For Immediate Release: 3:00 p.m. PST – October 5, 2004