

BACKGROUND

Over the course of the past year, the Senate Committee on Campus Operations (SCCO) has engaged Facilities & Services (F&S) in extensive discussions surrounding the length of time that renovations (especially of laboratory space, but also of instructional and office space) take on our campus. Projects that could be completed in several weeks in the private sector routinely take several months, and sometimes even years, on our campus. Delays in laboratory renovations are especially detrimental to the start-up of new faculty on the tenure track, and at least one faculty member has experienced multiple tenure rollbacks as a result. This situation disadvantages our current faculty, jeopardizes our academic mission, and makes the recruitment of world-class faculty more difficult.

F&S has begun the process of streamlining its internal processes for renovations to focus on delivery time; traditionally, its focus has been more on minimizing risks and costs, even if that incurred substantial delays. At the request of the SCCO, F&S has identified five major impediments to speedy renovations that are caused by internal University policy (above the level of F&S), as well as five major impediments caused by State law. At the recommendation of the SEC, the internal and external impediments have been addressed in two separate resolutions.

Resolution CO.13.01 recommends that the Chancellor identify a process to streamline University policies to enable faster renovations, especially in the five areas identified by F&S, and to inform SCCO by the end of the academic year about the changes undertaken. These points are motivated by the following:

1. The Professional Services Consultants Retainer is the most expeditiously executed contract for design services, but is currently limited to projects less than \$1,000,000 and fees less than \$100,000. Increasing these limits will be beneficial to expediting renovations of academic space.
2. Construction contract documents currently assign the most risk to contractors and architect/engineers, which in many cases increases the time to completion yet provides little value to the University. For projects with low complexity or minimal risk, or for projects that are especially time-sensitive, these documents should be revised to streamline administrative processes. The streamlined process could include simplified change order approval authority, waiver of the Professional Services Consultants Errors & Omissions Policy, and elimination of the requirement for contractors to provide submittals of materials for the project. The decision whether to utilize the streamlined process for a given project would be made by Facilities & Services in consultation with the unit requesting the work.
3. As a quality assurance measure, there are generally four points in the design process where project stakeholders are asked to review plans to ensure all requirements are incorporated. These reviews can add up to three months to the project design phase, which can be excessive in projects of low complexity or minimal risk, or for projects that are especially time-sensitive. The number and length of design reviews for projects with critical schedules as well as for smaller and less complex projects should be reduced. The decision to pursue a compressed design review process would be made by Facilities & Services in consultation with the unit requesting the work.
4. Currently the competitive bid process takes an average of three months from advertisement to award; about one-third of this time is associated with internal and external routing of contracts for signatures. This process should be streamlined.
5. Retaining unified management control of projects from request to completion provides the most efficient and responsive model for successful project delivery while avoiding unnecessary back and forth between different administrative units. A single point of contact should be incorporated into the Capital Programs Division.

UNIVERSITY OF ILLINOIS
URBANA-CHAMPAIGN SENATE
 Committee on Campus Operations
 (Final; Action)

CO.13.01 Resolution on Internal Policy Changes to Expedite Renovations

WHEREAS the recruitment and retention of world-class faculty is critical to the continued strength of the campus and its academic mission, and

WHEREAS our campus must compete with peer institutions to attract faculty, and

WHEREAS extensive and timely renovations of academic space are critical in many cases to the success of the scholarly efforts of new faculty, and

WHEREAS new faculty contracts are often not concluded until March or April preceding the beginning of the faculty appointment, and

WHEREAS new faculty reasonably expect to begin their scholarly efforts soon after the start of the academic year but are often unable to do so for months or even years due to delays in renovations, and

WHEREAS some units have resorted to rollbacks in the tenure clock to compensate for delays in renovations, and

WHEREAS untimely renovations and rollbacks harm the ability of campus units to attract and retain the best faculty, and

WHEREAS Facilities and Services has taken steps to streamline its internal processes to reduce delays in renovations, and

WHEREAS Facilities and Services has determined that its ability to complete renovations on a timely basis is hampered by University policies that can only be changed through the express direction of the Chancellor,

THEREFORE BE IT RESOLVED THAT the Senate recommends that the Chancellor pursue options to streamline University policies in order to enable the rapid completion of renovations, especially taking into account the following five recommendations:

1. Revise the limit and policies on the use of Retainer Contracts with Professional Services Consultants.
2. Implement a streamlined administrative process and construction contract documents for projects with low complexity or minimal risk, and those that are especially time-sensitive.
3. Revise policies to permit a compressed design review process for projects with critical schedules as well as for smaller and less complex projects.
4. Revise the bidding and contract award phases to shorten the time from bid opening to contract award
5. Revise the organizational structure, resources, delegated authority, and responsibilities of the Capital Programs Division to promote continuous accountability throughout the project life-cycle by assignment of a single point of contact from programming through construction completion.

and BE IT FURTHER RESOLVED THAT the Senate recommends that the Chancellor report on the policy changes implemented to the Senate Committee on Campus Operations by the end of this academic year.

Committee on Campus Operations

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