

UNIVERSITY OF NEBRASKA

FREQUENTLY ASKED QUESTIONS

BRT: FACILITIES CONSOLIDATION



9/2/17

WHY CHANGE?

Q: Why are we making these changes?

A: The economic realities of Nebraska’s state budget have had an impact on the university. Change is a reality. Current fiscal challenges—coupled with the need for increased efficiencies and scale opportunities—make the timing right for making changes in the way we operate.

We can let change happen to us—or we can interact with change proactively and build our future, in a way that enables the University to better deliver its mission. We choose the latter.

We are rethinking how we operate to better meet the needs of our faculty, staff, students and Nebraskans while using fewer resources.

We must embrace a leaner, more efficient and productive way of life. Our landscape has become more competitive and we need to make bold changes to succeed.

Peer institutions, such as the University of Iowa, Indiana University and the University of Kansas have gone through similar changes from which we can learn. There is more horsepower in a collaborative and unified organization.



Q: What will the major overall benefits of this specific change be?

A: This facilities structure will more effectively **serve all the campuses**, offering more specializations and more resources—particularly to the smaller campuses.

This new, aligned facilities structure will make it easier to **consolidate processes, leverage strengths and utilize best practices** across the university system—resulting in a facilities team that better serves the faculty, staff and students.

Efficiencies and savings will be experienced as the five facilities groups **move to common systems**, licensing, software, and other items that are now purchased as separate organizations.

Additional **efficiencies and savings** will be achieved through reduced span of control, shared administrative services and collaborative purchasing.



Q: Can you give some examples where the facilities team will accomplish more as a unified group?

A: Today, the campuses develop and implement energy initiatives separately. They also utilize different data sets, technology and systems. The University presently spends close to \$50 million annually on purchased utilities.

Working together, facilities can consolidate and **standardize future energy initiatives, data and systems**, which could net millions in savings University-wide.

Each campus has currently planned energy initiatives and projects that will reduce its cost of purchased utilities over the next 24 months—which will net over \$1M in savings.

A unified facilities group can develop a **comprehensive strategic plan** to speed up these energy reductions and exceed those projections.

A unified facilities group can adopt **best practices in facilities processes and technology** across the university.

As an example, facilities currently has 4 versions of work order software, which means they're purchasing the same product 4 times—and the end result is higher overall costs. Using one version of work order software not only saves dollars—it also saves time and creates better collaboration, leading to greater overall efficiencies.

Implementing **common project management software** and **adopting similar business practices** across the University will result in over \$1 million in savings annually. Back room operations supporting project management initiatives will be streamlined, resulting in more major savings in Facilities.

As an example, both UNMC and UNO Facilities had a Manager of Administration. Both positions are now vacant, but can be supported with one position—reducing costs by \$130,000 annually. Another example: several project manager positions have been vacated through attrition over the past 6 months. With common software and common business practices, those positions will not need to be filled.

Q: Will any savings be reinvested, or will they all go into meeting the university's budget gap?

A: As the President has said, some savings will be reinvested in key areas. For example, some of the savings realized by the ITS group will be reinvested in Information Security. The university budget staff have already factored these reinvestments into the projected savings numbers. With the Facilities and Energy group, savings beyond the target will be reinvested into deferred maintenance programs.

Q: Is this the only change that will happen in facilities?

A: This change specifically relates to leadership and the way we are structured across the University's four campuses. We're still working through all the strategies, but we do know they'll include a range of changes.



Q: Will people lose their jobs?

A: Some of the changes will impact jobs. University leadership expects to lose more than 100 positions across the university in all service areas—through attrition where possible.

If we do experience job impact, some staff savings may come from retirements and open positions. It is likely that positions may open as some staff decide to leave during the change—while other positions may be eliminated due to realignment of resources within the re-envisioned Facilities organization.

Existing roles and responsibilities in some positions may change. We will look to move skilled individuals elsewhere within the organization if possible.

At the end of the day, we can't say this leadership shift is the only change that will happen in our function—but it is the first change to occur, and it will allow us to be more effective and aligned in the services we provide.

Q: Will this change affect all four campuses?

A: Yes. All four campuses and Central Administration will be brought together to realize greater efficiencies through these changes.

Q: How will you communicate about this change and other changes?

A: Open and transparent communication will be important.

We will need the leadership assistance of team members in helping build a new, collaborative culture. We will empower our managers and team leaders to talk to their staff and answer questions.

After the August 2nd University-wide announcement, implementation updates will be rolled out regularly to the facilities team throughout FY 18.

Detailed communications plans for all campus facilities customers will be developed and implemented.

Informational meetings will be held on all campuses to provide an explanation of the new project fee structure for FPC and the services now provided by Planning, Operations and Maintenance, and the Energy group.

A single University of Nebraska facilities website will be developed. Until that site is live, we will have a web presence where you can find online information at nebraska.edu/BRT/facilities.