University of California San Diego

Mark Cunningham
Executive Director
Driving Factors for Change

- Growth of the Department
- 11 different locations
- Existing staff locations ranged from fair, to poor, to terrible.
- Existing furniture purchased over a period of 30 years
- Cost containment
- Reduce silo’ing within divisions
- Increase employee satisfaction
Project Timeline

• Initial notion of a centralized service facility developed by Executive Director. Detailed Project Plan (DPP) developed.
• Initial FF&E Budget developed in house
• Financial model developed to assess impacts to student room & board fees
• Project awarded to Studio E Architects
• Project bid-out & built by Swinerton Construction
• Project furnishings, design and lay-outs developed in partnership with Steelcase / bkm Officeworks
• First occupants moved-in just before Thanksgiving, 2009
• Total time from concept to occupancy = 3 years, 9 mos
Change Management

- Identify the highest level “champion” possible
- Balance the need for input
- Communicate, Communicate, Communicate
- Don’t delegate communication
- Don’t give too much detail too soon...
- Start with small and work into full group meetings
- FAQ everything
• IT staff as our version of the Marines
• Develop specs for our own server room
• Move to Single monitor with docking station
• Document scanning system
• Building access control
• Building energy management system
• Centralized printing stations on each floor
• Centralized on-line meeting room scheduling
• Centralized on-line vehicle scheduling
To This!
The Future...
Technology Meets Furniture
Walk at Work
Meeting Space
Multi-Purpose Meeting
Cost Savings – R.O.I.

- 74 personal printers off line
- 23 personal fax machines off line
- 114 hard drives, screen and keyboards repurposed to other users
- Monthly rent for staff at off campus locations nearly pays for building debt service
- Centralized purchasing of S&E for building occupants
- Assure operation of having enough surge space to meet its long term growth needs
• All positive...
• People can and will embrace change if they feel informed and involved, but there needs to be boundaries
• People need people
• Trust your initial feelings/beliefs
• Look at what you want the space to be as far out into the future as you can
• Any follow-up projects/changes
Success!
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