**UC Merced Downtown Campus Center
Project Update**

Why a Downtown Campus Center?

- To serve as a connection between UC Merced & The Community of Merced
  - Provide Economic Stimulus to the downtown area
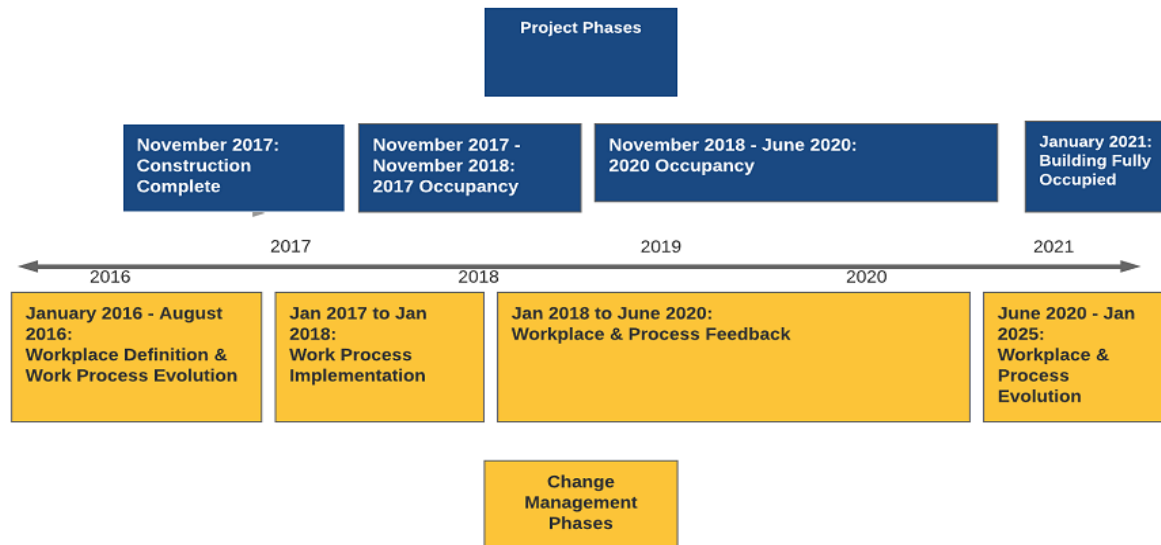 - Improvements in Merced benefit the UC in the long-term

- To maximize space on campus
  - Free up as much space as possible to support The UC's Mission
    - Research, Teaching, Public Service

Overview

- Transition readiness

- Data

- Next Steps

DOWNTOWN CAMPUS CENTER TRANSITION TIMELINE

Project Phases

| November 2017: Construction Complete | November 2017 - November 2018: 2017 Occupancy | November 2018 - June 2020: 2020 Occupancy | January 2021: Building Fully Occupied |

2017   2019   2021

2016   2018   2020

| January 2016 - August 2016: Workplace Definition & Work Process Evolution | Jan 2017 to Jan 2018: Work Process Implementation | Jan 2018 to June 2020: Workplace & Process Feedback | June 2020 - Jan 2025: Workplace & Process Evolution |

Change Management Phases

The Transition Readiness Assessment

- **Conducted in the Fall of 2015**
  - ▶ **Seeking to understand how we currently work**

- **Why was an assessment done?**
  - ▶ **To obtain data and focus resources to key areas**
  - ▶ **Determine level of congruence with the new workplace configuration**

- **Allow Time for Preparation**
  - ▶ **Assessment done 18 months prior to the opening of The Downtown Campus Center**
  - ▶ **Opportunity exists to help make the transition more successful**

- **Data Gathered**
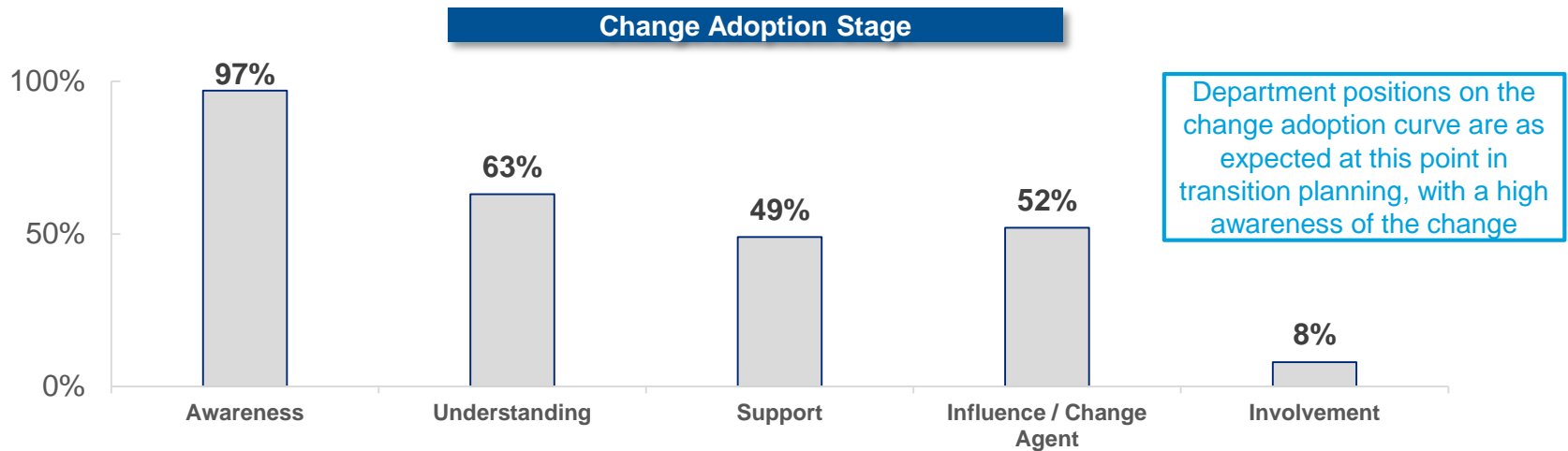 - ▶ **Out of 250 people queued, 180 participated from various departments on and off campus.**

Data Collection Overview

We interviewed and/or surveyed nineteen Departments to understand the technical needs and cultural environments of the Departments

Group	Interview Date	Interview Participants	# of Survey Respondents
APPO	11/09/15	Gregg Camfield, Rosemary Salazar, Michelle Snyder	6
BAS- Accting/ Bus Services	11/09/15	Michael Riley	12
BAS- ACT	10/22/15	Tony Smullen	18
BAS- Design & Construction			7
BAS- HR	11/12/15	Brian Powell	14
BAS- Payroll/ Fin Mgmt./ Ins	11/09/15	Michael Riley	5
BAS- Procurement	11/09/15	Michael Riley	8
BAS- Strategic Facilities/ BFSI/ Business and Admin Services	11/03/15	Andrew Boyd, Sonia Johnston, Colleen McCormick	7
CO- Comms and Govt Rels	11/02/15	Cori Lucero, Patti Waid	12
CO- Internal Audit/ Policy/ EEO	11/09/15	Jody Gonzalez, Sheryl Ireland, Todd Kucker	6
Dev and Alum Rels	11/09/15	Robert Avalos, Lisa French, Kyle Hoffman, Lisa Pollard, Shannon Runyon	13
IT- Campus Tech, Research Computing	11/03/15	Ann Kovalchick, Peter Deutsch, Nick Dugan, Al Espinoza	10
IT- Executive/ Admin	10/27/15	Ann Kovalchick, Peter Deutsch, Nick Dugan, Al Espinoza	6
IT- Security, Core and Apps	11/03/15	Ann Kovalchick, Peter Deutsch, Nick Dugan, Al Espinoza	21
OPB- Finance/ Planning & Budget	11/03/15	Donna Jones, Veronica Mendez	6
OPB- IRDS	11/03/15	Nancy Ochsner	5
OPB- Real Estate	11/03/15	Abigail Rider	5
Off of Research	11/02/15	John Jackson, Autumn Tjalsma	12
Student Affairs	11/02/15	Brian Gresham, Tammy Johnson, Encarnacion Ruiz	7

Attitudes and Opinions about the Transition

Beyond the technical and cultural challenges, more needs to be done to build support and explain how the transition will benefit staff and impact performance

Change Adoption Stage

Stage	Value
Awareness	97%
Understanding	63%
Support	49%
Influence / Change Agent	52%
Involvement	8%

Department positions on the change adoption curve are as expected at this point in transition planning, with a high awareness of the change

Willingness/Ability to Change

59% believe their teams are <u>willing to change</u>

68% believe their teams have the <u>ability to successfully change</u>

Transition Impact

18% Think the transition will have a <u>positive impact on their personal performance</u>

22% Think the transition will have a <u>positive impact on their day-to-day job</u>

Technical and Cultural Readiness

Key take-aways about the Departments' overall readiness for the transition

1 **Solid Starting Position -- While approximately 40% of the Departments are well aligned with the DTCC design concept a similar number (~40%) are not well aligned with the new concept. The remainder were located some place between these two.**

2 **Technical Needs --** The biggest technical needs focus on addressing the paper-based processing needs of some of the Departments and privacy related to confidential and sensitive information.

3 **Cultural Needs –** Given that many of the Departments say they are less mobile and have a quiet work environment, noise and having the same workspace everyday are large concerns.

Opinions and Attitudes Summary
The employee survey revealed several key take-aways

1 **Positive Attitudes about Change --** There is a positive attitude towards willingness to change, which will provide a good foundation for transition planning

2 **More Communication Required --** Employees do not feel like they have received much information and are generally uncertain about the transition, which is not uncommon at this point in planning.

3 **Leadership-led Communications --** Employees do not feel like they understand Leadership's vision, or feel its support for the transition. Using targeted communication to address concerns, principally around the building space and safety, Leadership can put the pieces in place for a successful move

4 **Uncertain about Transition Impact --** Staff are generally uncertain if the transition will have a positive impact on their job or will be worth the effort. More communications and hands-ons experiences will be required to convince staff of the benefits and demonstrate the impact on their personal performance

Technical and Cultural Challenges

Paper-based processes, confidentiality/sensitive issues, noise, and workspace needs will be the biggest challenges to overcome

- 30% say they work in **extremely or very paper-based processes**
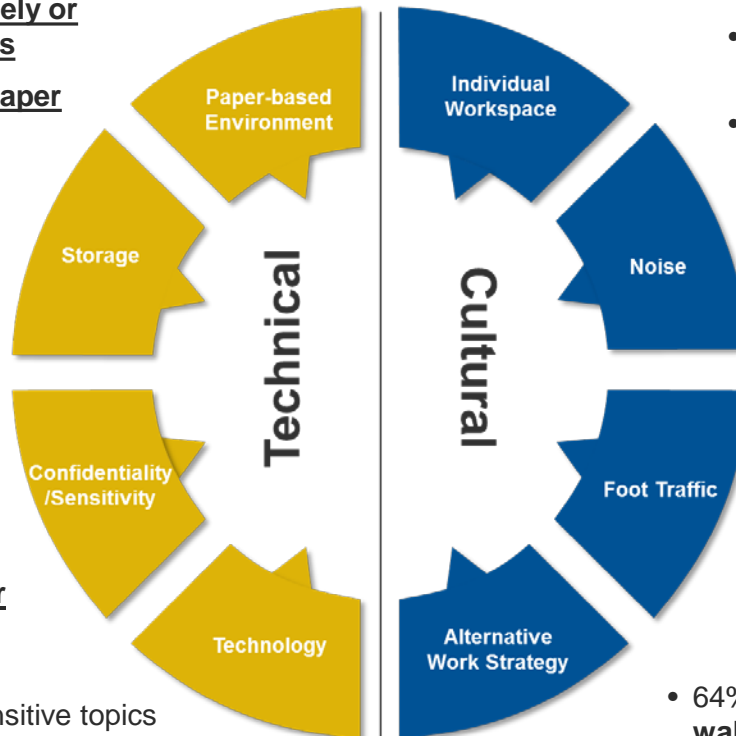- 43% often **store or access paper** files around their desk

- 21% say they have **special storage needs**
- 27% have **non-paper materials that need storage** around their desk

- 49% say they have **sensitive or confidential material in their workspace**
- 57% say their work involves sensitive topics **non-paper materials that need storage** around their desk
- Throughout the interviews, managers were concerned about space for private and/or performance related conversations

- 64% of staff **don't have standard computer technology** throughout their Department

Technical — Paper-based Environment, Storage, Confidentiality/Sensitivity, Technology

Cultural — Individual Workspace, Noise, Foot Traffic, Alternative Work Strategy

- 84% want their **own regular, individual workspace**
- 13 of 19 Departments rate having the **same desk everyday as a top priority**

- 67% say that **noise negatively impacts** their work
- 61% say that those who are **loud should move to not disturb others**

- 64% say that a lot **of people walking** by them will **negatively impact their work**

- 82% say they **don't work from home** on a regular basis

Paper-based work environment

Paper-based processes will be a significant technical challenge. This impacts processes, storage needs, technology, and workstyle

Extent of Paper-based Processes or Activities

- Not at all 27%
- Extremely 11%
- Very 19%
- Somewhat 43%
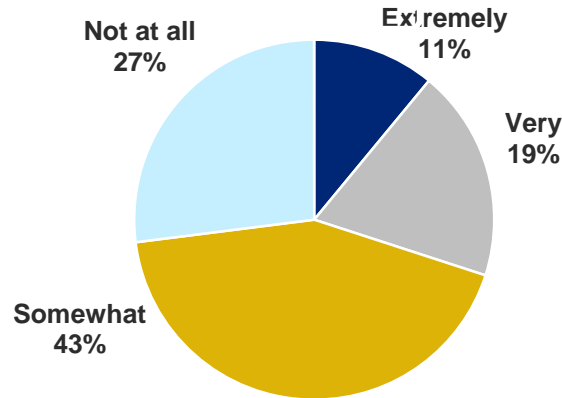
43% Often <u>store or access paper files</u> and reference materials in file cabinets and storage <u>around their deck</u>

39% Are part of a Department that has <u>numerous filing cabinets or rooms</u> full of paper documents

Sample of the Paper-based Processes

- Onboarding
- Employment verifications
- Payroll
- Purchase orders
- Travel reimbursement
- Invoices to send to UCLA

- Journals entries
- Ledger reconciliation
- Recharge processing
- Donor agreements
- Maps and floorplans
- Equipment transfer

While less than half say they work in a paper-dependent environment, it will require significant resources to get these Departments ready to work in a different work environment
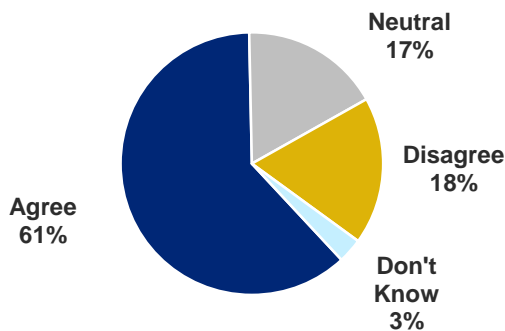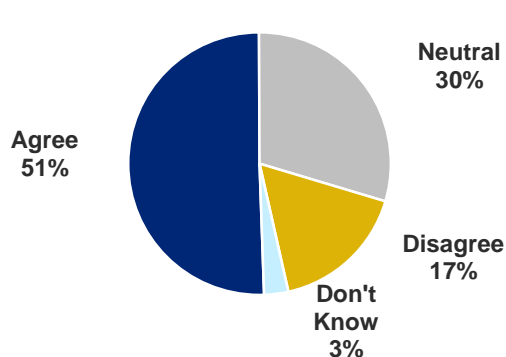
Paper-based work environment

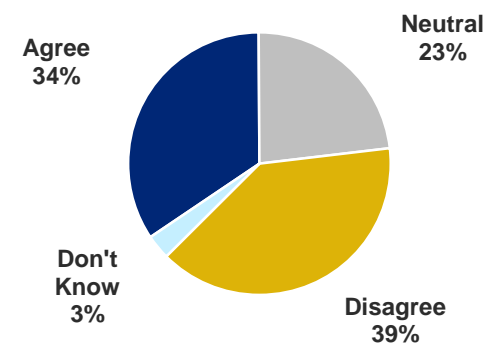Despite the amount of paper, staff have a somewhat positive perspective about going paperless

Comfortable Working in a Paperless Environment

Agree 61%
Neutral 17%
Disagree 18%
Don't Know 3%

Paperless Processes and Activities Would Be Better

Agree 51%
Neutral 30%
Disagree 17%
Don't Know 3%

A lot of Work Would be Required to Go Paperless

Agree 34%
Neutral 23%
Disagree 39%
Don't Know 3%

Given the somewhat positive attitudes and the need to go paperless, focusing time and resources in this area will have powerful downstream impacts

Storage

Around one-fifth of the staff have special non-paper-based storage needs which may need to be incorporated into design considerations
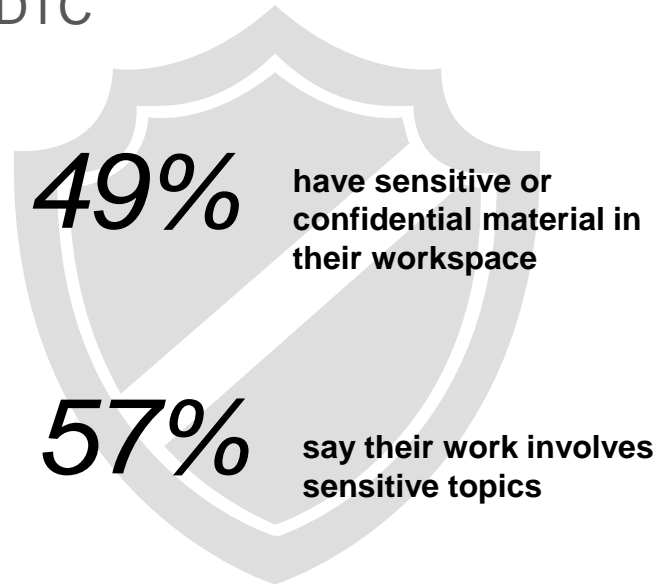
21%

Have special storage needs

27%

Have non-paper materials around their desks

Security / Confidentiality

Working with confidential and sensitive material is a hot button topic for many Departments moving to the DTC

49% **have sensitive or confidential material in their workspace**

57% **say their work involves sensitive topics**

" **Group people based on confidentiality—it is important to have the same mindset of locking things up, closing doors, legal/compliance and is very different than the face of the University and being really welcoming** "

Some Sensitive/Confidential Information Groups Access and Use

- PII
- Salary information
- Benefits information
- Performance Management
- Investigation files

- Donor Information
- Bidder documents
- Costing Information
- Confidential work products
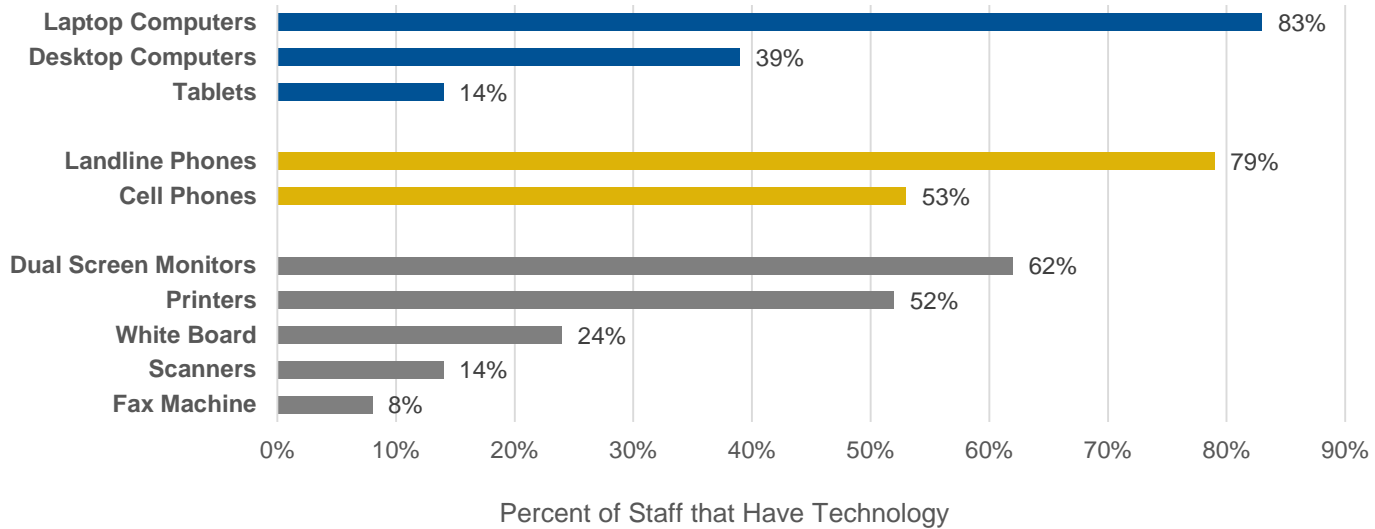- Upcoming UC Merced plans

While not all materials may be equally confidential or sensitive, this is a large concern for the staff and will need to be addressed with staff involvement

Technology

The wide variety of computer technologies used by the staff will complicate the design and hinder the ability to fully leverage the open work environment

Current Technology Landscape

Technology	Percent
Laptop Computers	83%
Desktop Computers	39%
Tablets	14%
Landline Phones	79%
Cell Phones	53%
Dual Screen Monitors	62%
Printers	52%
White Board	24%
Scanners	14%
Fax Machine	8%

Percent of Staff that Have Technology

Similar Technology

- **36%** use the same computer technology as the rest of their Department

- **36%** would not mind switching technology in order for their Department to use standard technologies

29%
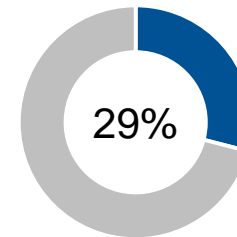
Have ergonomic needs

- Standing desks
- Ergonomic chair
- Keyboard tray
- Foot rest
- Mouse
- Wrist pad

Individual Workspace

Many had a lot of questions and difficulty with the prospect of not having their own desk everyday

84% — Want <u>their own space</u>

> **I am not going to be sitting at the end of a table with two little boards for privacy, that's not my style**

13 out of 19 — Departments rated having the <u>same desk</u> as a top priority

51% — Think having an <u>office</u> is a <u>sign of achievement</u>

Having an assigned desk was the most frequently discussed topic in open forums and interviews

<u>Why</u> staff want their own desk
- To know they will <u>sit by co-works</u>
- To create a space with their <u>personal effects</u>
- Maintaining <u>ergonomic</u> enhancement
- Concerns about <u>germs</u>

Given that the staff are currently not very mobile, concepts such as general hoteling will not be easily embraced by the staff and may be counterproductive

Noise

Noise levels in the collaborative space are expected to be the most significant cultural issue which will require design and change management considerations

67% say that noise negatively affects their work

61% say those who are loud should move

" …Working in a room with a large amount of people would be quite the transition as part of me would be constantly listening to see if anyone needs anything making it harder for me to focus and concentrate **"**

" We can focus when we need to in our suite– I'm nervous about being able to control the noise levels in the Downtown Center **"**

12 out of 19 Departments saying a quiet work-space was a top priority

Determining the norms around noise and who has to move, those who are collaborating or those who want quiet, will be a critical decision for the culture of DTC
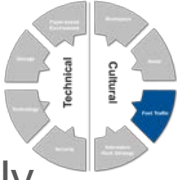
Foot Traffic

Increased foot traffic and visual distractions will be a cultural change, particularly for those in offices and suites today
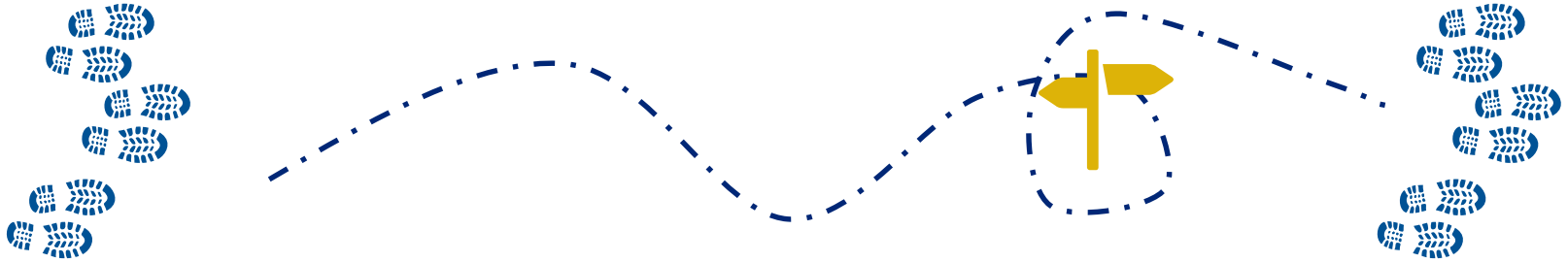
Generally most <u>staff</u> said they <u>aren't too mobile</u>…

32% often collaborate with others

13% spend a lot of their day moving around

…and <u>few</u> currently <u>have</u> to deal with much <u>visual distractions</u>…

50% say few people walk by their desk

**45%** are in an individual or shared office

…This may be why 64% think a lot of <u>people walking by</u> them will <u>negatively impact</u> their work

A collaborative environment with visual distractions will be an adjustment that may take time. Building and phasing out temporary walls or divides may help ease into the change
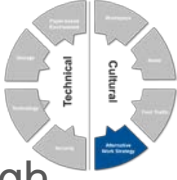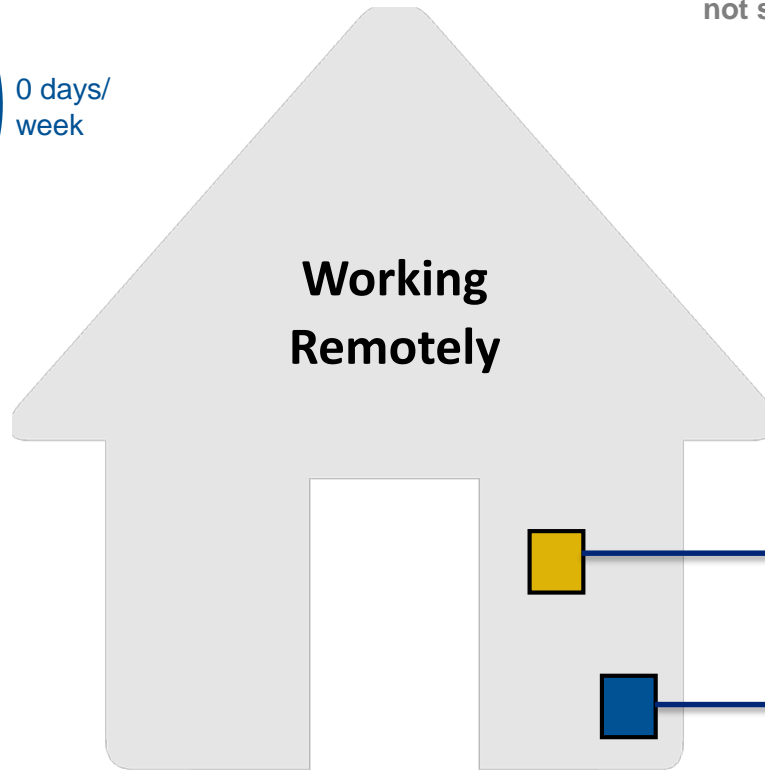
Alternative Work Strategy

While AWS is an official UC Merced policy, few employees work remotely, though many would like to

How often do you work from home?

- >2 days/ week
- 1-2 days/ week
- 0 days/ week

Working Remotely
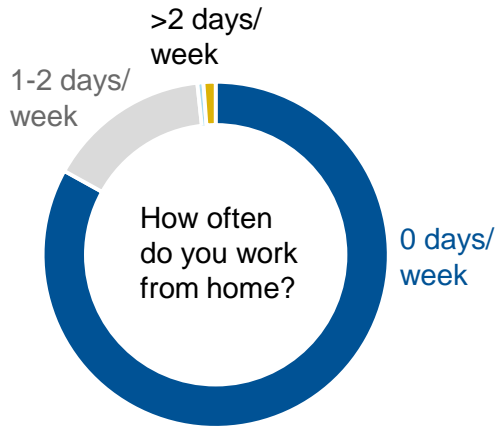
> "The issue is cultural, my supervisor does not support telecommuting"

The chancellor supports and promotes alternative work strategies.

82%
don't work from home at all

67%
want to work from home

With a new working environment, alternative work strategies should be supported as the change is adopted and staff grow into their roles

Willingness and Ability to Change

Staff's attitudes towards change are generally positive, although there are differences across Departments

59%

A majority of staff believe their teams are <u>willing</u> to change

68%

Two-thirds of employees believe their teams have the <u>ability</u> to successfully change
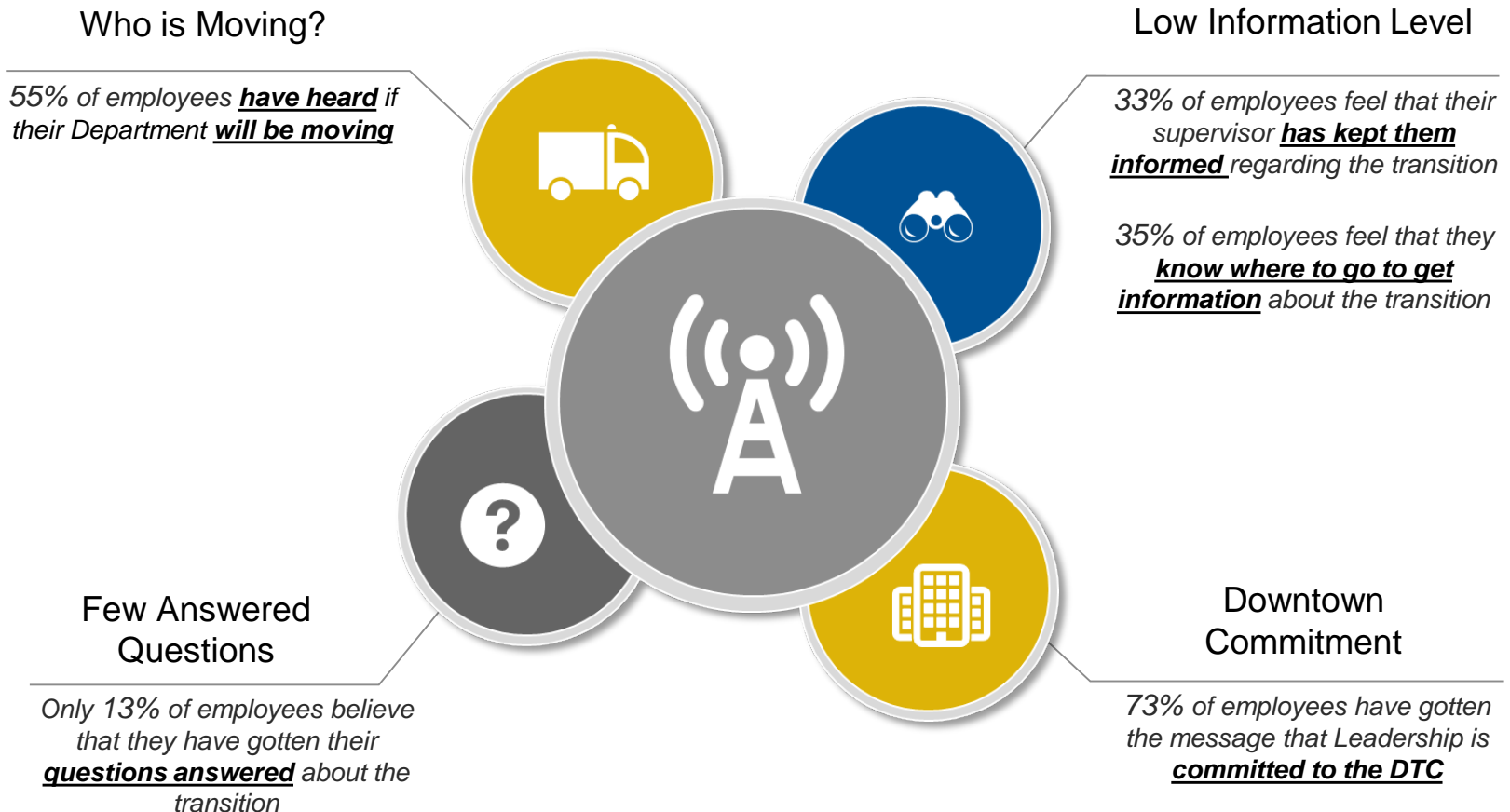
Willingness to Change

Less enthusiastic about the change

More willing to change

Receiving Information About the Transition

Improving information flow to employees could help move them up the change adoption curve

Who is Moving?

*55% of employees **have heard** if their Department **will be moving***

Low Information Level

*33% of employees feel that their supervisor **has kept them informed** regarding the transition*

*35% of employees feel that they **know where to go to get information** about the transition*

Few Answered Questions

*Only 13% of employees believe that they have gotten their **questions answered** about the transition*

Downtown Commitment

*73% of employees have gotten the message that Leadership is **committed to the DTC***

While staff say they are aware and understand the transition they still have questions and don't know where to go to get information. A robust communication program is required to help fill in the blanks, answer questions, and build support for the transition

Leadership's Role in Communicating the Message

UC Merced Leadership communication provides an area for improvement, and trusted managers could be leveraged to deliver the messages

Opportunity

A strong, targeted communication strategy from leadership could help to alleviate uncertainty and increase support for the transition

This communication could focus on communicating:

58%

of staff believe their <u>managers will support them</u> in the transition, *while only 3% do not believe they will receive the support*

Project Vision

*Only **32%** of employees feel that <u>**Leadership has clear vision**</u> for how the DTC will fit with the rest of campus*

Support for Employees

*Just **34%** of employees feel that <u>**Leadership is committed to providing**</u> them with the <u>**support**</u> they need to be successful in the transition*
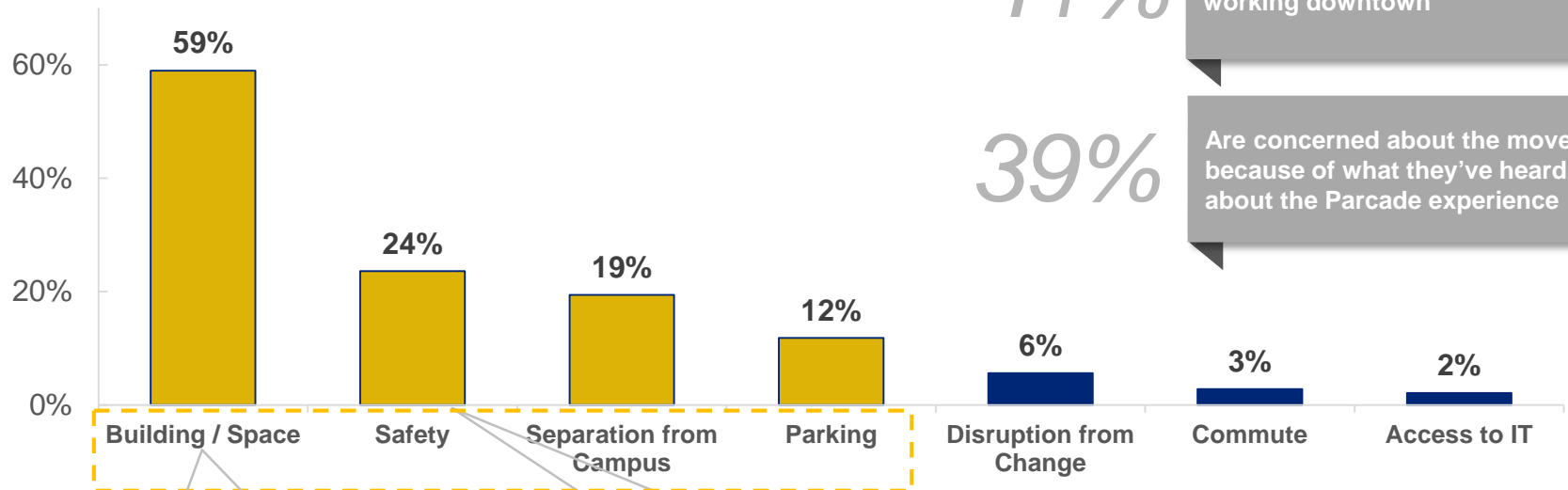
Concerns

Employee concerns are concentrated in a few areas, primarily work space and safety, which will allow Leadership to concentrate their planning and messaging

Percent of Free Response Concerns Referencing:

Chart values:
- Building / Space: 59%
- Safety: 24%
- Separation from Campus: 19%
- Parking: 12%
- Disruption from Change: 6%
- Commute: 3%
- Access to IT: 2%

41% — **Report concern for their safety working downtown**

39% — **Are concerned about the move because of what they've heard about the Parcade experience**

Common Space Concerns:
- Amount of personal space
- Lack of dedicated work space
- Open floorplan and noise
- Lack of privacy
- Confidentiality and storage concerns
- Sufficient meeting / conference rooms
- Ergonomic and specialized equipment

Common Safety Concerns:
- Vagrants and panhandlers
- Leaving the building at night
- Safe and secure parking areas
- Walking to and from parking areas
- Lack of city public safety resources
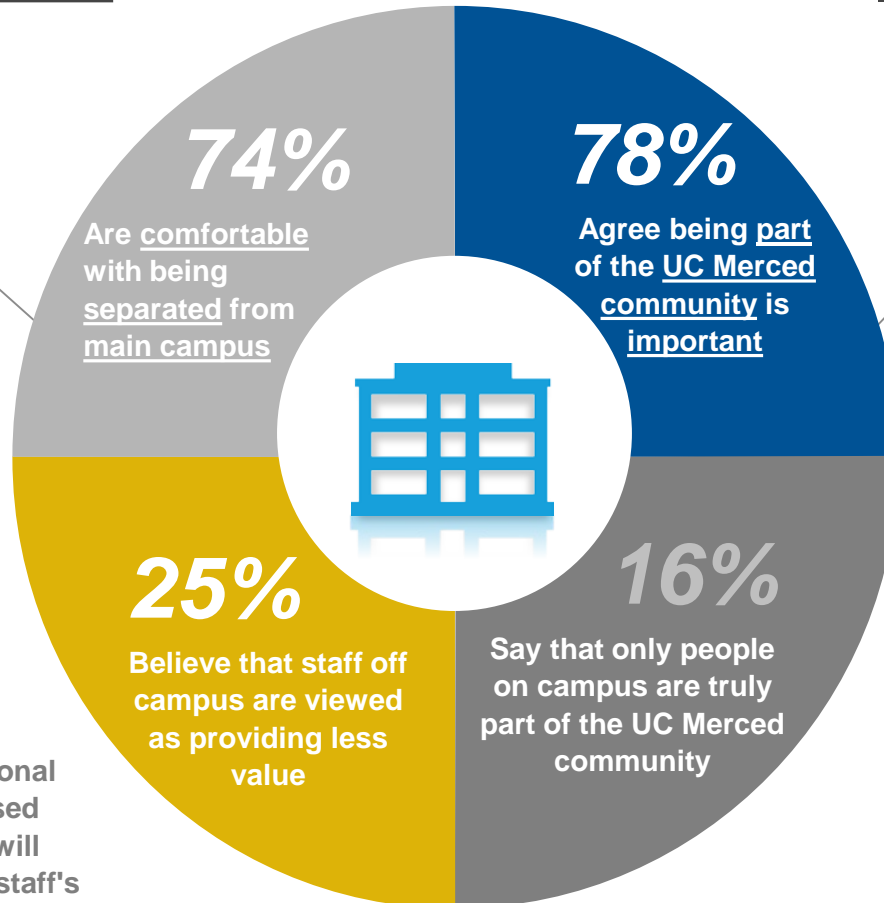
Campus Presence and Community

Working away from main campus is not a significant concern for most teams, although staff do want to feel part of community

Campus Presence

Community

While many Departments are already located off-campus, a few areas feel that being off campus makes their jobs fundamentally difficult

Employees generally agree that community is important, but there are a few Departments that are more isolated from this sentiment

74%
Are **comfortable** with being **separated** from **main campus**

78%
Agree being **part** of the **UC Merced community** is **important**

25%
Believe that staff off campus are viewed as providing less value

16%
Say that only people on campus are truly part of the UC Merced community

" **I fear the loss of all personal space (as in the proposed "shared workstation") will further erode off-campus staff's connection to the University as a whole** "

UCM Downtown Center: Transition Readiness Assessment

Transition Preparation Recommendations

Sixteen different initiatives are recommended to address the technical, cultural, and project management challenges that have been identified

Technical

1. Paper
1.1 Conduct Assessment of Paper Files
1.2 Identify BPR opportunities for Paper-Dependent Processes
1.3 Develop Business Case for Electronic Document Management System

2. Confidentiality / Sensitivity
2.1 Conduct Assessment of Confidential / Sensitive Data

3. Technology
3.1 Develop a Business Case for Technology Standardization

4. Workplace Options
4.1 Create On-Campus Mobility Space

5. Work Environment
5.1 Develop a Location Safety Plan
5.2 Develop a Transportation Plan
 a. Transportation
 b. Parking

Cultural

1. Communication
1.1 Develop Communications Program
 a. Develop a Comm. Strategy
 b. Deliver Messages via Managers
 c. Build a DTCC website
 d. Conduct Regular Info Sessions
 e. Create a Change Network

2. Engagement
2.1 Implement a DTCC Engagement Program
 a. Develop a Staff Engagement Strategy
 b. Create Mock Workstations
 c. Schedule DTCC / Neighborhood Relationship Building Sessions
 d. Conduct DTCC Tours

3. Culture Building
3.1 Develop New Cultural Norms for DTCC
 a. Community Council
 b. Campus Community Presence
 c. Leadership Presence

4. Training
4.1 Create Training Programs for the Transition
 a. Technology
 b. Workplace Culture
 c. Managing in a New Environment

5. Work Environment
5.1 Expand and Promote AWS

PMO

1. Project Management
1.1 Develop a Comprehensive Transition Plan
1.2 Form a Project Management Office
1.3 Create a DTCC Governance Structure

How do we improve the transition to the DTCC?

Technical Recommendations

The following are a list of recommendations to address technical needs that were identified in the interviews and surveys

1 **Paper**

▶ **1.1 Conduct Assessment of Paper Files**

Conduct a detailed assessment to understand the policies and mandates that regulate the storage requirements for paper files, the current volume of paper files, current storage arrangement, and who accesses materials and how often. Based on this assessment more detailed recommendations can be made about how to address current paper files and what processes can be implemented in the future. Assessment should focus on Departments who indicate that they have the most paper including BAS- Procurement, APPO, BAS- Design & Construction, and Student Affairs

▶ **1.2 Identify Business Process Re-engineering Opportunities for Key Paper-dependent Processes**

A prioritized, detailed current state assessment should be conducted of the paper-dependent processes. The assessment would include a mapping of current processes to highlight where and how paper is used and outline possible short-term and long-term solutions. Assessment should focus on Departments who indicate that they have the most paper including BAS- Procurement, APPO, BAS- Design & Construction, and Student Affairs

▶ **1.3 Develop Business Case for Electronic Document Management System**

Create the business case for an Electronic Document Management System by gathering and understanding the requirements, options, costs and benefits, risks, and implementation plan for the system

2 **Confidentiality / Sensitivity**

▶ **2.1 Conduct Assessment of Confidential / Sensitive Data**

Conduct a detailed assessment to understand what confidential and sensitive data staff are accessing, the policies and mandates that regulate access to the data, what processes the data is used in, who accesses data and how often, and the risks associated with the data. Based on this assessment, more detailed recommendations can be made about the how to develop processes and design recommendations to address the unique needs of the Departments dealing with this data. Assessment should focus on Departments who indicate that indicate they often access confidential or sensitive data including APPO, Dev and Alum Rels, IT- Exec/ Admin, Student Affairs

Technical Recommendations (cont'd)

3 **Technology**

▶ **3.1 Develop a Business Case for Technology Standardization**
Create the business case to outline technology standardization options for staff by gathering and understanding the requirements, options, costs and benefits, risks, and implementation plan for technology standardization

4 **Workspace Options**

▶ **4.1 Create On-Campus Mobility Space**
Incorporate requirements for permanent mobility space on campus for DTCC staff who may travel between DTCC and the main campus. These requirements should be included in the 2020 plans to help staff maintain a connection to campus and promote the mobile/collaborative space of the DTCC

5 **Work Environment**

▶ **5.1 Develop a Location Safety Plan**
Engage with the University and City police groups to develop a safety plan for the DTCC including the location and station of University policy within the building, a plan for patrolling the DTCC's immediate surrounding, and potential enhancements and programs to enhance safety (e.g., late night escorts, neighborhood rounds). Use this plan in future meetings with staff to address this underlying concern

▶ **5.2 Develop a Transportation Plan**
- Accessible Transportation: Analyze options to provide transportation that will make the DTCC easily accessible. Some examples include bike share, shuttle bus, car pool system, zip cars, etc. and the logistics of the method (how frequently will the bus run, which route, etc.)
- Parking: Create a list of parking options with cost, location, and safety concerns addressed to distribute to those moving to the DTC. Several are concerned with parking and clarifying this early on will alleviate some uncertainty

Cultural Recommendations

The following are a list of recommendations to address cultural needs that were identified in the interviews and surveys

1 **Communication**

▶ **1.1 Develop Communications Program**
- Develop a Communication Strategy: Create a DTCC communications strategy including a stakeholder analysis, message plan, audience segmentation, media strategy (e.g., email, websites, face-to-face)
- Deliver Messages via Managers: Create messages and communications specifically for managers (AVCs, Executive Directors, and equivalents) to keep this group informed. Enlist this group to communicate to staff. As a trusted resource staff learn from regularly, managers can be used to help build support
- Build a DTCC Website: Build a central website to serve as a clearinghouse for all of the information related to the DTCC that staff can leverage on a regular basis. The site should be heavily publicized to engrain in staff that this site is the central hub for all DTCC-related questions and materials
- Conduct Regular Information Sessions: Identify topics, determine the frequency, and a schedule to conduct information sessions/roadshows with staff at each location to keep them informed about the status of the DTCC and to continuously answer their questions.
- Create a Change Network: Develop a list of key non-leadership members in critical Departments to help deliver critical messages to staff member, gather feedback, and offer recommendations

2 **Engagement Process**

▶ **2.1 Implement a DTCC Engagement Program**
- Develop a Staff Engagement Strategy: Create an engagement strategy to identify ways to provide an avenue for staff to provide feedback at critical milestones during the process and involve staff in the DTCC decision-making
- Create Mock Workstations: Develop replicas of the potential workstations and put them in different locations so staff can test them and provide feedback about the different designs before final procurement decisions are made
- Schedule DTCC / Neighborhood Relationship Building Sessions: Schedule DTCC-wide and Neighborhood-specific relationship building sessions (as necessary) to provide opportunities for staff to meet and each other and begin building a spirit of community among staff transitioning to the DTCC. These sessions should also be used as a way to start building DTCC-wide and neighborhood-specific identities
- Conduct DTCC Tours: At critical (and safe) milestones during the construction process provide opportunities for staff to tour the space so they can get a feel for the environment and envision themselves working in the new space

Cultural Recommendations (cont'd)

3 ## Cultural Building

▶ **3.1 Develop New Cultural Norms for DTCC**
- Community Council: Select staff from various DTCC neighborhoods to create a community council. The council should serve as the voice of the building and will develop policies and procedures for the new common workspaces including noise levels, use of communal conference rooms, use of café areas, sick policies, foot traffic, confidentiality needs, etc.
- Campus Community Presence: Develop programs to incorporate the DTCC into standard campus events. This could include simul-casting events, holding events at the DTCC, replicating events at DTCC, having events for staff and students at DTCC, etc.
- Leadership Presence: For any leadership that is not primarily located at DTCC with staff their, they should be encouraged to be have regular days/times each week to work from DTCC to continue to show support and be available for staff at that location

4 ## Training

▶ **4.1 Create Training Programs to Support Transition to DTCC**
- Technology
    - New Technology: Create comprehensive training for new technologies such as projectors, AV equipment, classroom equipment, projection screens, room reservation systems, secure printing, hoteling systems, etc.
    - Paperless: Develop comprehensive training programs for any of the process that have been re-engineered to reduce paper dependency. This could include new operating procedures and equipment training.
- Workplace Culture: Conduct training about new aspects of the open work environment including social norms, noise levels, use of communal space, etc.
- Managing in a New Environment: Train managers on the best practices for managing in a collaborative environment, managing staff in mobile environments and those using alternative work strategies, methods to track productivity and instilling trust in the staff, etc.

5 ## Alternative Work Strategy

▶ **5.1 Expand and Promote AWS Programs**
Flex work hour and work from home programs should be enhanced and expanded to help ease the transition into the DTCC. Encouraging flex work hours will help staff acclimate to the new environment and allow for more quiet heads down work staff is requesting. Also work from home programs will also provide more opportunities for secluded heads down work and also encourage the mobility and hoteling concepts that are key components of the open work environment

Project Management Recommendations

The following are a list of recommendations to address some of the project management needs identified during the assessment

1 **Project Management**

▶ **1.1 Develop a Comprehensive Transition Plan**

Create a list of all of the tasks and requirements to transition staff to the new DTCC. This should include tasks related to pre-work to prepare staff for the transition (e.g. re-engineering processes, engagement programs, communication programs, policy development) to the logistics for the transition itself (e.g. eliminating materials, boxing up, moving, unpacking) to post-transition activities (e.g. training, cultural norms) and repurposing old lease space

▶ **1.2 Form a Project Management Office**

Establish of a central project management office to coordinate all of the different facets of the project including planning, governance structure, status reporting, stakeholder engagement, issue / risk resolution processes, reporting requirements, performance metrics, etc.

▶ **1.3 Create DTC Governance Structure**

Develop a governance structure and processes for decision-making regarding the DTCC. This should include the roles and responsibilities of the various stakeholder groups (e.g., Chancellor, Space Advisory Council, Downtown Advisory Committee, Community Council)

Sub-Projects for Downtown Campus Center: How will Staff be Involved?

- **Business Process Transformation**
  - Electronic Document management, automated workflow, business process modernization
  - IT will be providing DBS 2020 Services to help with this transition

- **Technology Team**
  - Standardized workstation technology, AV, and telephony

- **Confidentiality/Sensitivity Team**

  Address issues of confidentiality, and sensitive data for the DTCC

- **Downtown Center Culture Team**
  - Neighborhood design and governance, bringing UC Merced into the DTCC

Sub-Projects for Downtown Campus Center
How will Staff be Involved?

- **Downtown Center Engagement Team**
  - ▶ • Further develop staff engagement in the transition and readiness effort for the DTCC

- **Downtown Center Communications Team**
  - ▶ • Develop a robust communication plan and strategy to ensure that stakeholders are provided with consistent communication about the DTCC project

- **Downtown Center One-Team**
  - ▶ Development of a central service model for the DTCC for administrative and IT support

- **Downtown Center Training Team**
  - ▶ • Create training programs to support transition to the DTCC: new technology, workplace culture, space use, managing in a new environment

Subprojects for Downtown Campus Center
How will Staff be Involved?

- **Alternative Work and Campus Workspace Options Team**
  - ▶ Expand and promote AWS programs, create on-campus and DTCC mobility spaces.

- **Transportation & Safety Team**
  - ▶ Address concerns of safety and transportation for the DTCC

DTCC CONSIDERATIONS

- **Minimal storage space for paper documents**

- **Cannot take all paper documents to DTCC**

- **Business Processes should minimize the production of paper documents**

CHALLENGES

- **Some departments have significant amount of back-files**

- **Current Business processes generate significant amount of paper documents**

- **Receive paper documents from various sources**

DBS-2020 SOLUTIONS

Document Capture

Digitizing paper documents, indexing and tagging with metadata for easier retrieval and sharing

Data Capture

Electronic/Web based form development to capture data for business processes

Workflow Automation

Business process automation using web based workflow engine that can interact with both digital documents and electronic forms

DBS 2020 & The Move to DTCC

Business Automation projects

Automate your business process using web based workflow engine

Document Capture Project

Convert your paper documents by scanning or import digital documents using electronic data feeds

One-Time Conversion of the back-files project

Provide solutions for converting your legacy documents

PRIORITY DEPARTMENTS FOR BUSINESS PROCESS TRANSFORMATION

- **BAS- Procurement**

- **BAS Accounting/ Business Services**

- **BAS-Design and Construction**

- **Human Resources (HR)**

- **Research Admin Operations**

- **Sponsored Projects Office (SPO)**

- **Research Accounting**

- **Academic Personnel Payroll Office/ Academic Personnel Office (APPO/APO)**

- **OPB Real Estate**

- **Development and Alumni Relations**

- **Student Affairs**

DOWNTOWN CAMPUS CENTER TRANSITION TIMELINE

How Will You Be Involved?

- Sub-project implementation and planning led by the DTCC advisory committee, departmental leadership and staff.

- BFSI works as air-traffic control, coordinating efforts between departments.

- Consistent, frequent opportunities for input from staff on all aspects of the project. We want to hear from you! bfsi@ucmerced.edu

Contact Information

- **Email**
  - ▶ **bfsi@ucmerced.edu**

- **Website**
  - ▶ **bfsi.ucmerced.edu**