205430 Population Health Facility Project Governance

Purpose: A good project governance structure is critical for making defensible and timely decisions that allow the project to move forward expeditiously. In a complicated organization like a university, this requires a variety of perspectives to ensure the best interest of the University are being served. An appropriate governance structure should balance the potential opportunity any new project represents with the long-term goals and realities of the institution. The governance structure is developed at the very beginning of the project and remains in place throughout the project. It is the project manager's responsibility to reinforce its role enabling the project to move forward. The governance structure includes the following individuals and entities:

- **Responsible Party** – High level administrator responsible for ensuring that overall institutional objectives are met. This person is accountable for the overall success of the project. Monthly updates will be provided by the Executive Committee, including significant decisions. Any recommendations that may extend the project parameters must be made by the responsible party. The Provost will be the responsible party for this project, ensuring at a high level that all institutional objectives are met.
- **Project Executive Committee** – All major project decisions, recommendations, and trade-offs within the established parameters of the project (site, budget, schedule, financing) will be made by the Project Executive Committee, a small, high-level committee representing broad University perspectives as well as a project-specific views. This group may also engage in collaborative design sessions with the Project Management Team and the Project Work Teams. It will include: the Executive Director for Health Sciences Administration, the Associate Vice President for Capital Planning & Development, IHME's Chief Strategy & Operations Officer, the School of Medicine's Associate Dean for Administration & Finance, the University Architect, SPH's Senior Director of Administration, DGH's Chair or Director for Research and Faculty Development, and the Executive Director for Major Projects. The committee's decisions will be informed by input from President Cauce's Population Health Executive Council, on which the Executive Director of Health Sciences Administration will serve as liaison to the project. The Committee will meet on a monthly basis.

- **Project Management Team (PMT)** – Day-to-day project management decisions, such as change order reviews, and minor design changes, will be made by the Project Management Team, consisting of project managers from the University, the architecture firm, and the construction management company. This team should meet at least weekly throughout the delivery of the project.

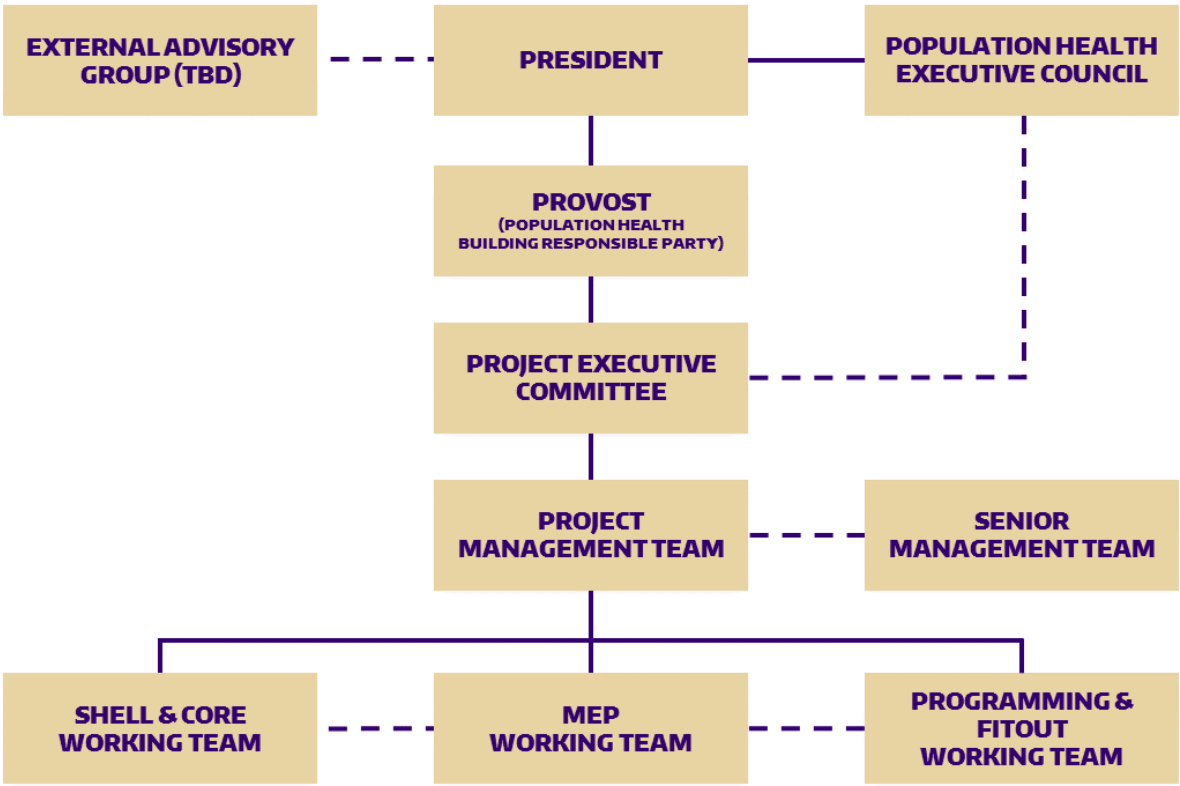
- **Senior Management Team (SMT)** – A separate team consisting of principals from the architecture and construction company and the project director will meet quarterly to ensure that the team is working and communicating effectively and is being supported appropriately.

- **Project Working Teams** – These subgroups focus on certain design aspects. These teams make recommendations to the PMT and the Project Executive Committee. Members of these teams include the UW project manager, the project architect, the construction project manager, and University representatives with specific expertise to the design aspect.

Members of these teams will also assist in identifying participants for focus groups to better inform the work of the teams. They will also integrate input from University process partners from Campus Engineering, Environmental Health and Safety and Information Technology. Project Work Teams may also involve the Executive Committee in collaborative design sessions. Three specific working teams are defined below. The Project Management Team will define a process to integrate the efforts of these project work teams into the design. These groups will participate in joint goal setting sessions and review of the design components to ensure a cohesive and integrated building design.

1. **Shell & Core Working Team** — This team will be specifically focused on the design of the exterior shell and core of the building and its impact on the surrounding environment, as well as major shared common areas, gathering spaces and street frontage. This group will include the UW project manager, the project architect, the construction project manager, the Office of the University Architect, Facilities Services representation, and subcontractors. This team will make recommendations to the PMT and the Project Executive Committee and help respond to comments from the UW Architectural Commission, the UW Landscape Advisory Committee, and all of the on-campus process partners.

2. **Mechanical, Engineering and Plumbing Working Team (MEP**) — This subgroup comprises the UW project manager, the project architect, the design-build project manager, engineers, MEP subcontractors, and Facilities Services representation focused specifically on the MEP systems and will make recommendations to the PMT and Executive Project Team.

3. **Programming & Fit-Out Working Team** — This team will focus on defining the program goals, the detailed space program, and the design of the interior fit-out. This team will be made up of the UW project manager, the project architect, the construction project manager, representatives from each of the tenants, and students, and it will make recommendations to the PMT and Project Executive Committee for final decisions.

The relationship of project governance individuals and entities is depicted in the chart below.