Stanford Redwood City

Business Affairs Practice & Prep for SRWC Roadshow Spring 2018

Noel Hirst, AVP Finance & Facilities
Matthew Ricks, Director, IT Facilities Management and Business Continuity Management
Denise Ochoa, Manager Operations and Facilities Porter Drive
Brian Del Bono, Senior Contract & Grant Officer
Stanford Redwood City: Critical to the university’s future

Expanding to Redwood City allows the university to grow and evolve its core mission of teaching, research and patient care.

- Stanford’s first major expansion beyond the Farm
- Set to open in 2019 (CY)
- Brings critical support functions together on one campus
- Land was purchased in 2005
- Opportunity to create new ways of working
- ~2,700 staff from 9 areas to relocate

Stanford Redwood City: Critical to the university’s future
Who is Where: SRWC Office Building Assignments (as of 1/22/18)

- **Business Affairs**
  - University Human Resources
  - Plaza location

- **Office of Development (OOD)**
  - Medical School Development
  - Plaza location

- **School of Medicine (SOM)**
  - Plaza location

- **Land, Buildings & Real Estate (LBRE)**
  - Office of Cont. Studies (OCS)
  - Office of Technology Licensing (OTL)
  - Plaza location

- **Residential & Dining**
  - Plaza location

- **Dining & Conference Center**

Building 4:
- Cardinal Hall
- Six Floors

Building 3:
- University Hall
- Five Floors

Building 2:
- Discovery Hall
- Five Floors

Building 1:
- Academy Hall
- Three floors

- Plaza location
- Transaction Services location
- Loading Dock
SRWC Project Roadmap (calendar year)

Communication plays a critical role of keeping employees informed throughout the process.
BA Committee Participants & Department Representatives

Many of your colleagues are collaborating to identify solutions to ensure a smooth transition and opportunities to build a culture of connectedness:

**Executive Committee**
Ensures program activities align with university strategy and sound governance
BA Member – Randy Livingston

**Advisory Committee (sunset 12/2017)**
Devises design and operational standards for SRWC and provides input on design process based on their area’s unique needs
BA Members: Matthew Ricks, Denise Ochoa & Noel Hirst

**Change Management Committee**
Facilitates change management planning, communication and implementation to support the overall project
BA Members: Suzanne Ferris & Noel Hirst

**Stakeholder Advisory Group (started 1/2018)**
A newly formed group to define operational strategies for SRWC. Several members served on Advisory Committee; each member represents tenants of the new SRWC office buildings
BA Member – Noel Hirst

**Move Committee Just Starting**
Leads Move Management detail planning for Unit – interfaces with Depts
BA Members – Matthew Ricks & Denise Ochoa

**BA - Department Advocates**
Evangelize change, Provides input to Stakeholder Rep.; assists Move Committee Members
BA Members – Focus Group, TDPs & Dept Committees

**BA – SRWC Communication s**
Point people to assist with all BA communication re: SRWC: Jim Knox, Matthew Ricks, Charu Bhatia, Robbi Mees, Katherine Ho, Jennifer Freitas & Noel Hirst
## Transition Phase: Anticipating Change

SRWC brings varying degrees of change that will affect each of us differently. Below are the types of change we anticipate. Change workshops are planned to support change resiliency:

<table>
<thead>
<tr>
<th>Type of Change</th>
<th>Effect</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Structural changes</td>
<td>▪ New work location, new office building floorplans</td>
</tr>
<tr>
<td>▪ Operational</td>
<td>▪ New processes, procedures</td>
</tr>
<tr>
<td>▪ Technical</td>
<td>▪ New tools, technologies to support two campuses</td>
</tr>
<tr>
<td>▪ Cultural</td>
<td>▪ New norms, workplace etiquette</td>
</tr>
<tr>
<td>▪ Personal</td>
<td>▪ New mindset, impacts on work-life</td>
</tr>
</tbody>
</table>

Change Workshops/training will begin in April 2018. Sessions for Managers & Employees.
### SRWC: Changes you can practice now > at-a-glance

<table>
<thead>
<tr>
<th>Type of Change</th>
<th>How I work today</th>
<th>How it will change</th>
<th>Impact</th>
<th>Practice Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Structural</td>
<td>Office</td>
<td>Executive Meeting Room &amp; clean desk policy</td>
<td>School/unit decision</td>
<td>(1) Clean Desk (2) Notify EMR available for use when occupant is away</td>
</tr>
<tr>
<td>Operational</td>
<td>(1) I save and store hard copy files for reference (2) I take notes on pads of paper (3) Have a printer/Make Copies</td>
<td>(1) I will need to save documents electronically (2) I may need to scan notes or take notes electronically (3) Managed Print Services</td>
<td>Campus-wide</td>
<td>UIT Ditch Files program &amp; Lynda.com offers courses on going paperless <a href="https://uit.stanford.edu/service/lynda">https://uit.stanford.edu/service/lynda</a></td>
</tr>
<tr>
<td>Technical</td>
<td>(1) I seldom participate in virtual meetings (2) I use a telephone handset</td>
<td>(1) Being away from campus will require more virtual meetings (2) Desk phones are optional</td>
<td>School/unit decision</td>
<td>Zoom, Slack &amp; Jabber/Softphone</td>
</tr>
<tr>
<td>Cultural</td>
<td>I interact and meet with faculty regularly - Mostly on Campus</td>
<td>(1) SRWC will require more virtual meetings for my role (2) I will use alternative worksites for my commute, also requiring virtual presence</td>
<td>Campus-wide</td>
<td>Zoom and Slack support UHR 2.1.20 Staff Telecommuting and Remote Working policy</td>
</tr>
<tr>
<td>Personal</td>
<td>I ride a free express bus to get to work</td>
<td>I’m uncertain of the best commute options to get to SRWC</td>
<td>Campus-wide</td>
<td>Consider free vanpools, carpools and transit options or use the <a href="https://uiuc-transit.transportation.uiuc.edu/">do-it-yourself commute planning tool</a></td>
</tr>
</tbody>
</table>
ORA and an Open Work Space Environment
ORA and an Open Work Space Environment

As of Fall 2017, 84 staff at the Office of Research Administration (ORA) sit in an open work space environment. This is approximately two-thirds of all ORA! In anticipation of SRWC, remainder of ORA is just as mobile.

How Did We Get There? Keys to Success

• **Mindset and Attitude of Staff, Supervisors, Managers and Leadership**
  • Embrace new ideas, adjust to feedback, plan proactively

• **Work-From-Home Program**
  • 84 ORA staff have 1-2 WFH days any given day there are 15-48 people working from home
  • Helps with density of work space, morale, and recruitment

• **Tools and Resources**
  • “This is My Office”
  • Jabber, Zoom, noise-cancelling headsets with microphones, Box, OneDrive
  • Shift in Engagement
ORA and an Open Work Space Environment

How Did We Get There, Continued…

- Small steps are the most impactful
  - Plan ahead and map needs
- Everyone is committed to the change
- Physical work space and storage is streamlined for multi-use
- Expectations are clear and applied consistently
  - “work from anywhere” is still work
- Flexibility is realistic

Final Thoughts

ORA’s adoption of the open work space environment has increased workforce morale and productivity while creating more mobile opportunities and functions in preparation for the move to SRWC.
Staff Telecommuting and Remote Work Arrangements
Telecommuting

Telecommuting is a mutual agreement between a supervisor and staff member where some part of the staff member’s work is conducted at home, or at another location different from the usual Stanford workplace. Please note that this addresses the on-going telecommuting situation, not the one off occasional work-from-home day.

Remote Work

Remote Work is defined as a situation when a Stanford employee is approved, assigned, or designated by Stanford to work from a site other than the Stanford Campus or a Stanford Alternative Work Location as their primary work location. Remote staff do not have a designated worksite at any Stanford location.
New BA Process to meet guidelines and requirements

Step 1. HR to collect information from Managers about staff telecommuting/remote working using Google sheets

Step 2. HR to initiate electronic Agreements to be reviewed and signed via Adobe sign

Step 3. Agreements to be maintained annually - initiated by Staff, approved by Managers & signed by HR
More to come...

• Training for Managers to lead telecommuting/remote workers

• Guidance for Staff on Telecommuting/Remote working etiquettes
For workers whose primary job responsibilities rely on audio calling, a desk phone is still needed so they can:

- use advanced calling features such as “hunt groups,” auto attendant menus, multi line appearances
- perform their roles as Contact Center Agents (SD, ITOC, FMS, OOD, etc.)

Most SRWC workers will be able to use a softphone and/or a cell phone to do their work.

We estimate 60% of SRWC workers will be primary softphone/cell phone users.
## TWO phone plan options

<table>
<thead>
<tr>
<th>PHONE PLUS</th>
<th>PHONE LITE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>What is it?</strong>&lt;br&gt;Hard-wired desk phone with high quality handset and advanced feature call functionality; high degree of consistency and reliability</td>
<td><strong>What is it?</strong>&lt;br&gt;A <em>softphone</em> (<em>software telephone</em>) is an application program that enables voice over Internet Protocol (VoIP) telephone calls to/from computing devices and smartphones</td>
</tr>
<tr>
<td><strong>Who will benefit from this option?</strong>&lt;br&gt;Contact Center workers (UIT Service Desk, FMS Call Center, and other contact center agents); executive admin staff, phone booths</td>
<td><strong>Who will benefit from this option?</strong>&lt;br&gt;Executives, directors, managers; workers who are generally not at their desk; workers who are generally mobile</td>
</tr>
</tbody>
</table>
The Stanford phone number will continue to be an important part of a Stanford employee’s identity, whether they work on the main campus or the SRWC campus.

Workers may use their cell phones as converged devices to receive both personal and business calls.

Benefits:
- Workers who use softphone can “turn off” business calls during off hours (they can control what time of day their business phone rings to cell)
- Stanford number may be published in the Stanford directory
- Enterprise phone systems features

It’s not the phone device but rather the **STANFORD PHONE NUMBER** that is important.
Most workers will be able to use WiFi as their primary network connection

The SRWC campus will have dense wireless coverage to support flexibility for mobile workers and laptop users

Planned SRWC WiFi ratio is 6:1, six workers to one access point; the average ratio currently on campus is 40:1

Some notes about wireless connectivity

WiFi is still a shared medium; you are sharing bandwidth with all the devices on that access point

WiFi is a half duplex connection where only one device is "talking" at a time

Interference from non-WiFi devices (such as Bluetooth, microwave, radar, physical obstructions, etc.) can affect WiFi performance, especially on 2.4Ghz
Do I need a wired port at my desk?

If your role requires a fast, uninterruptable network connection (and is not highly mobile), you will likely want to work off a wired connection, instead of wireless.

For workers such as software developers, who push large data in and out of the Stanford network, this ensures sufficient bandwidth to support their data intensive and processor intensive applications.
## Unified Communications @ SRWC

<table>
<thead>
<tr>
<th>ROLES</th>
<th>ROLE CHARACTERISTICS</th>
<th>UC SOLUTIONS</th>
<th>EST. TARGET POPULATION</th>
</tr>
</thead>
</table>
| Mobile Worker              | Mobile, flexible worker Predominantly laptop users, can work from any available work space Primary apps are Microsoft Office suite | **Phone Lite + Stanford Number**  
Stanford phone over cell phone  
*Phone headsets provided with solution*  
Jabber/Slack over computer  
Use WiFi as primary network connection  
Dense wireless coverage to support flexibility  
Video Conference: Zoom, Webex | 60% of SWRC Staff |
| High Bandwidth Users       | Predominantly uses data intensive or processor-intensive applications                  | **Phone Lite + Stanford Number**  
Stanford phone over cell phone  
*Phone headsets provided with solution*  
Jabber/Slack over computer  
Plug into hardwire network ports to connect to 100G backbone  
Use WiFi as needed  
Video Conference Rooms | 30% of SWRC Staff |
| Predominantly Stationary Worker | Voice communication is primary role (i.e., contact centers, customer service roles) | **Phone Plus**  
Desk phone with high quality handset and advanced feature call functionality; high degree of consistency and reliability  
Plug into hardwire network ports or use WiFi as needed | 10% of SWRC Staff |
Business Affairs to pilot softphone in order to evaluate and improve the service before a Stanford-wide launch.

Participation in the pilot will also prepare staff moving to Stanford Redwood City.

Start using softphone now; details forthcoming about where you can drop off your existing telephone desk set.

For more details on softphone: [https://uit.stanford.edu/service/jabber/softphone](https://uit.stanford.edu/service/jabber/softphone)
Ditch the Paper. Go Digital!
Why go paperless?
Greater Efficiency and Fewer Errors
Switching to an all-digital system will cut down significantly on human error.

Cost Savings
An average office worker uses 10,000 sheets of copy paper a year.

Flexible Work Environment
Files can be accessed anytime/anywhere.

Environmental Advantages
On average, 39 percent of every 30 copies that are printed are thrown away. In addition, there are savings in energy costs when employees do not print and use copy machines as often.

Greater Security
Fire or other disaster will not destroy important documents.
How do we manage now?
Box for Stanford

Google Drive for Stanford
How to choose the right system?
Goals and Objectives:
What do you want a document management system to achieve?
What are the most pressing problems related to managing documents?

Organization Needs:
How many people need to access files?
Will different employees have different levels of access to various files?
Will you require audit trails?
What is retention policy?

Daily Workflow:
Which tasks or procedures are guided or tracked by forms (e.g. checklists)?
How might forms, workflow status flags, and notifications streamline the flow?

Paper to Digital:
Do your documents contain "High Risk" data?
What is the volume of existing paper files (# of file cabinets, etc)?
Who will be responsible for scanning files?
What is the procedure for paper files after scanning them into the system?
What about note taking?
Many applications are available to help:

- Google Docs
- Google Keep
- OneNote
- Word

**Benefits of taking digital notes:**

- Creative, paperless communication.
- Searchable, sorted, and indexed content.
- Voice and video notes.
- Instantly saved content.
- Shareable data that enhances collaboration.
- Easy access on almost any device.

**Digital note taking tips and tricks:**

- ukit.stanford.edu/lynda
- support.office.com
- support.google.com
How do you get started?
Lynda.com offers courses on going paperless

Launch lynda.com from: https://uit.stanford.edu/service/lynda

Search for the following courses, which may offer some useful tips:
- Going Paperless: Start to Finish
- Setting up systems to work with a paperless office
- Simplifying Business Processes
- Google Drive Advanced Tips and Tricks
Simply submit a help request to set up an initial conversation with UIT about converting your paper files to digital content and storing them online.
Leveraging Efforts Between Move to SRWC, Telecommuting, Business Continuity

In general, solving for any one of these use cases also largely enables capabilities for the other two use cases:

- The move to SRWC
- Working in an open environment
- Minimal trips between campuses
- Telecommuting
- Remote working
- Mobile working
- Business continuity
- Ability to work remotely in an emergency

Process and technology offerings that may be common between these use cases:

- Zoom
- AV-enabled conference rooms
- Slack
- Google Drive, Team Drive
- Box
- Digitizing/archiving hardcopy files & binders
- Reduction of printing (managed print services)
- Use of laptops and tablets
- Softphone / Jabber
- Mobile phones
How and Where do I get more Information?
Frequently Asked Questions (FAQ) – updated to website

- SRWC office buildings
  - What address may I use to plan my commute to SRWC?
  - Why were SRWC office buildings designed to have open floorplans?

- SRWC Amenities
  - What amenities on the historic campus will be available at SRWC?
  - How do I get on the Childcare Waitlist?

- Parking & Transportation
  - When will we know more about SRWC parking and transportation options?
  - What support is available to help me rethink my commute?
Stay Informed: Websites to Bookmark

Cardinal at Work – Working at Stanford Redwood City (cardinalatwork.stanford.edu/redwood-city)
- Employee updates
- HR policies and processes
- Operational updates & processes (technology, transportation)
- Campus experience

Stanford Redwood City (redwoodcity.stanford.edu)
- General project updates
- Community advisories (sign up for construction newsletter)
- Building & construction milestones
- Construction gallery

Business Affairs in Redwood City (https://businessaffairs.stanford.edu)
- Business Affairs Specific Information & Slide presentations
Share your feedback or ideas:
https://redwoodcity.stanford.edu/contact-us

Stanford Redwood City – Lunch & Learn Web Form
https://stanforduniversity.qualtrics.com/jfe/form/SV_cGYm1KOU SdRSU17
Workstation Mock up – back panel and corridor screens
Workstation Mock up – 3 panel (surfaces will be wood grain)
March 19 (L to R): Cardinal Hall, University Hall & BeWell Fitness Center