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COLLEGE OF BUILT ENVIRONMENTS

December 8, 2022

Dean Renée Cheng
College of Built Environments
University of Washington

RE: Questions concerning CBE space planning study

Dear Dean Cheng,

We are pleased to see that CBE is finally undertaking a space planning study to address issues concerning our facilities and the future needs of the College and the different programs and departments. However, the current process has raised several questions and concerns that various faculty members in the College have brought to our attention. The questions are listed as follows:

1. How does the College Initiative align with the UW Capital Planning and Budget?
2. What was the selection process for the outside consultants and what is the scope of their work? Did any minority, local or women-owned firms make it to the shortlist? Especially, how does the selection of this firm further the College's EDI agenda laid out in the Strategic Plan for changing practices?
3. What was the selection process of the core space planning committee? How does it represent the voices of all five departments?
4. What are the responsibilities of the core space planning committee versus those participating in the workshops in an advisory role?
5. How does the space planning study address not only current needs but also the needs of future program development? How can the space planning study proceed without the latter being developed or defined?

Your response to these questions will address concerns raised by the faculty. We look forward to hearing from you in due course.

Sincerely yours,



Jeffrey Hou, Ph.D., ASLA
Professor

On behalf of the College Council: Jeffrey Hou (Chair), Jan Whittington (Chair-elect), Kimo Griggs, Louisa Iarocci, Yong-Woo Kim, Rebecca J Walter

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January 9, 2023

To: CBE College Council: Jeffrey Hou (Chair), Jan Whittington (Chair-elect), Kimo Griggs, Louisa Iarocci, Yong-Woo Kim, Rebecca J Walter
From: Renée Cheng, John and Rosalind Endowed Dean
RE: Response to questions concerning CBE space planning study

Thank you for your interest in the space planning analysis process and planning. I hope that the following will address your concerns. I have also attached some slides that were presented to the PAC in November for additional context.

1. How does the College Initiative align with the UW Capital Planning and Budget?

The space analysis and programming effort for CBE is not a capital project. There is a robust process for reviewing capital projects [[LINK: UW Facilities/Architecture & Planning](#)] which we will use in the future if/when we have secured funding and are proposing renovation.

For “Budget”, I’m not sure what you are asking. In terms of how CBE’s effort is paid for: typically programming work a unit requests UW Campus Facilities coordinates work as “Programmatic Renewal” funded by the unit. The Provost believes the CBE effort will yield information and processes that will benefit others in UW, so he provided funding.

2. What was the selection process for the outside consultants and what is the scope of their work? Did any minority, local or women-owned firms make it to the shortlist? Especially, how does the selection of this firm further the College's EDI agenda laid out in the Strategic Plan for changing practices?

CBE’s space analysis was one of several small projects at UW Bothell, Tacoma, and UW Medical Center. The UW Capital Planning group recommended that UW select a short list of “pre-approved” architects from which the units could select for their specific needs.

UW Office of Procurement has [diversity goals](#) and reports progress. For this selection process, there was extensive recruiting using lists that have been under development over many years. There were women-owned, minority-owned, and local businesses on the recruitment list. I refer you to Kristine Kenney for more information since she has a broader perspective.

The process used for selection followed practices that have been effective in increasing the likelihood of diverse firms. This was consistent with the commitments that UW and CBE have made to increase diversity. The outcome in this case did not result in a firm that was woman- or minority-owned. This was disappointing but not surprising considering systemic issues, primarily the demographics of the field, but also the size of the project and market conditions.

3. What was the selection process of the core space planning committee? How does it represent the voices of all five departments?

I'm guessing that the "core space planning committee" is the Project Advisory Committee (PAC) as it is representative of departments, research labs, and student affinity groups. Not all dimensions are represented in this body. Selection varied, for faculty some departments chose to elect representatives, other departments accepted volunteers. Staff largely volunteer by interest. Students were nominated and invited based on affinity groups and expertise/interest.

In case "core space planning committee" meant the Project Working Team on Logistics, it was formed first to get the process started. That PWT, like the other two, was formed based on expertise required for the task. (See below for more information)

4. What are the responsibilities of the core space planning committee versus those participating in the workshops in an advisory role?

UW has been committed to using a project delivery method called Progressive Design Build for large capital projects. While it's not required for smaller projects or preliminary programming and analysis projects, the UW project delivery group suggested that we use it for this project based on our goals for inclusion and innovation. This is a relatively new and innovative methodology and can feel uncomfortable to those who might be familiar with traditional hierarchical arrangements where a representative committee is empowered to be the main conduit of information to the design team. It also puts CBE community members in dual roles of the "client" and "team member" which can be disorienting. Sorry for not realizing sooner that not everyone at UW knows this method!

KT Design Team - accountable for the deliverables. In this case, inventory/analysis, and programming vision.

Project Working Team(s) (PWT's) - in general PWT's are formed of subject matter experts for a limited scope and duration. Currently we have three:

Logistics: composed of the KT design team, dean, plus a small number of CBE community members selected by the dean for their subject matter expertise in project management

Standards: composed of KT team, UW Facilities, and CBE community members selected by the dean for their subject matter expertise on facilities management and operations.

Sustainability: composed of KT team and CBE community members selected by the dean for their subject matter expertise on sustainable building, transportation. and energy use.

Project Advisory Committee (PAC) - composed of KT design team, some members of PWTs, plus additional members of the CBE community, student members are compensated for their time. PAC is responsible for advising how best to engage the larger CBE community and other stakeholders. Helps ask and answer the questions of "whose voices are missing?" and "what questions are we not asking?". Students have only recently been nominated by departments to the PAC, we recorded the first meeting so they can see what they missed.

5. How does the space planning study address not only current needs but also the needs of future program development? How can the space planning study proceed without the latter being developed or defined?

This is a great question that will be easier to discuss in the context of the data presented in the January 11 All College meeting and the questions posed in the Feb 3 Charette.

In my mind, this is not a linear process; it will be a rich, iterative, and inclusive process where ideas are tested and discussed. As it continues to evolve, the process will grow to include more factors and a wider scope. Some potential examples:

-We know funding will be needed. As we know more about what we value and what we expect will change if we improve space, fund raising becomes more focused. As funders are identified, priorities may shift and opportunities might become more apparent.

-As a UW pilot, if we look how CBE students use space throughout the Seattle Campus, we begin to include UW facilities and planning groups and other colleges in the process to understand what resources they consider available and what are our shared goals.

Addendum: Vision and Programming slides