# PROJECT TEAM AND COMMUNICATIONS

The PDP manual provides the framework for projects managed by the Department of Project Management. DPM is overseen by the Vice President for Land, Buildings & Real Estate (LBRE). In addition to DPM, LBRE departments include Buildings & Grounds Maintenance (BGM), Sustainability & Energy Management (SEM), Department of Capital Planning and Space Management (DCPSM), Land Use & Environmental Planning (LUEP), University Architect/Campus Planning and Design (UA/CPD), Finance and Administration (F&A), Real Estate, Heritage Services, and Maps & Records.

## DEPARTMENT OF PROJECT MANAGEMENT

DPM is comprised of professional project managers, engineers, coordinators, and quality assurance staff who are responsible for the development, design, and construction of major capital projects. DPM reports through LBRE to the President/Provost and Board of Trustees (BoT). The DPM project manager leads the project delivery process, including all phases of design, permitting, construction, occupancy, project budgeting/accounting, and schedules. DPM is tasked with balancing the diverse needs of the university, including program, sustainability, aesthetics, risk, budget, and schedule. Project managers are empowered to make decisions within the framework of process controls/tools described in the PDP and supported by university management.

**DPM MISSION**

DPM will provide professional leadership to plan and develop high-value, quality, long-term cost-effective facilities and landscapes that enhance the academic mission of the university, embrace our partnership with our community, and reinforce our stewardship of Stanford lands. To that end, DPM endeavors to:

- Provide services with integrity and professionalism
- Communicate with internal stakeholders and consultants
- Lead project teams to successful outcomes
- Balance competing priorities of the various university stakeholders
- Approach project challenges with creativity, respecting the ideas of others
- Pursue the various goals of Stanford University

For all projects, DPM must balance the following primary goals, listed alphabetically:

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|---|---|
| Cost | Deliver projects of long-term value within justifiable, benchmarked budgets |
| Program | Develop spaces that support the education and research mission of the university |
| Quality | Deliver buildings and landscapes that continue the Stanford tradition of high quality |
| Schedule | Deliver projects in a timely manner |
| Sustainability | Enhance environmental performance on both new projects and renovations |

## PROJECT TEAM COMMUNICATIONS

Communication among team members is the primary challenge on projects with multiple stakeholders, and is critical to successful outcomes. Respecting lines of communications is vital. The DPM project manager leads a project team of five groups formed according to function and expertise. The groups and their respective communication roles are illustrated in the Primary Communications diagram on this page. This diagram is not an organizational chart. It is a guideline for the team's primary communication responsibilities, which are described in the following pages.

The consultant, technical, support and school/department user groups provide input, guidance, and expertise throughout the project's Design, Construction, and Closeout phases.

The approval group includes members of the university administration, who provide guidance and project approvals, and jurisdictional authorities from the communities where Stanford projects are located.

### STANFORD CORE TEAM

The core team consists of the project manager, school/department user group representative(s), and technical user group representative(s), along with consultant group representative(s). Internal core team members communicate issues regarding scope, priorities, budget, and schedule from their constituents to the consultant group, and they are responsible for communication from the core team back to their constituents. The core team is responsible for day-to-day work on the project and should dedicate staff resources as projects demand.

## PRIMARY COMMUNICATIONS