

PROJECT TEAM PRIMARY RESPONSIBILITIES

Numerous university groups play important roles in capital projects because of their specific technical knowledge and valuable Stanford experience. The roles and communications responsibilities of the five project team groups are described below.

PROJECT MANAGER

As the project team leader, the PM alone is authorized as the university representative to provide direction and communicate decisions. The project manager must balance the needs of competing priorities such as program, sustainability, aesthetics, risk, and operations and maintenance with budget and schedule constraints.

In addition to typical project management responsibilities, the Stanford PM leads the design and construction process, from concept through turnover, and is responsible to:

- Develop and facilitate effective communication processes
- Assemble relevant university personnel, make project goals clear, disseminate information, and communicate decisions
- Resolve competing priorities and provide project team with singular, clear direction
- Facilitate and enforce process controls as outlined in the PDP
- Negotiate and manage all consultant, contractor and vendor contracts
- Educate project team about university processes, guidelines and expectations
- Challenge project team to find creative solutions
- Partner with various university groups to ensure effective turnover and verification of high performance-buildings

APPROVAL GROUP

The approval group provides authorization for each phase of the project. This group is comprised of the President, Provost, University Cabinet, Board of Trustees, LBRE Vice President, and LBRE Associate Vice President(s). It also includes representation from the jurisdictions where university lands are located. These include Santa Clara County, San Mateo County, the City of Palo Alto, the Office of Statewide Health Planning and Development (OSHDP), the City of Menlo Park, and the Town of Portola Valley.

SCHOOL/DEPARTMENT USER GROUP

The school/department user group is the program advocate throughout the project and communicates with the project team through a single designated representative. This group may be comprised of the Dean/Director, faculty, staff, and/or students.

Role of school/department user group representative: This representative is responsible for gathering, disseminating, and communicating information from the project team to their department/group as well as communicating from the department/group back to the project team within project schedule constraints. The DPM project manager coordinates directly with the school/department representative. DPM relies on collaboration with the school/department representative to express the needs of the program to the President/Provost and to manage communication and decision making within the school/department.

TECHNICAL USER GROUP

The technical user group consists of university departments and individuals that have developed general design and construction guidelines and standards. The group provides technical expertise and guidance in order to define and execute the project consistently with university goals.

Role of technical user group representative: This representative is responsible for gathering, disseminating, and communicating information from the project team to their department/group, as well as communicating from the department/group back to the project team within project schedule constraints. The DPM project manager coordinates directly with the technical user group representative. The following technical user group organizations shall assign a single point of contact to represent project scope.

University Architect/Campus Planning and Design (UA/CPD) is responsible for developing the campus master plan, along with final approval of exterior architecture/building palette, campus landscapes, and major public spaces within buildings.

Buildings & Grounds Maintenance (BGM) is responsible for maintaining academic buildings and grounds. BGM advises the project team on building and systems design to enhance building quality and provide long-term maintenance and operational efficiencies. Some schools/departments manage their maintenance services directly, including the School of Medicine (SOM), Residential & Dining Enterprises (R&DE), and Department of Athletics, Physical Education, and Recreation (DAPER).

Sustainability & Energy Management (SEM) leads campus sustainability initiatives and oversees campus utilities and transportation services. Campus Utilities is responsible for the coordination of campus utilities for all capital projects and the long-term ownership of all campus utility systems. SEM provides sustainability guidance for projects and the overall campus. SEM also advises the team regarding impacts of construction on parking and transportation systems.

Stanford University Fire Marshall's Office (SUFMO) provides fire protection engineering and code consultation, plans review, training, maintenance and inspection services, and guidance on fire safety (such as fire sprinklers, fire alarms, and emergency access). For capital projects, SUFMO provides code support for fire and like safety issues, though it is not a jurisdictional agency.

IT Services (ITS) is Stanford's central information technology organization. The ITS Facilities Engineering Group (FEG) is responsible for the design and construction of telecommunications services in university buildings. FEG provides telecommunications support to campus construction projects and is responsible for design, installation, and management of communications systems for the university.

The Diversity & Access Office (D&A) is responsible for ensuring university compliance with the civil rights laws and affirmative action obligations which mandate equal opportunity. D&A Office also ensures compliance with the state and federal laws relating to disability access, including the Americans with Disabilities Act (ADA). D&A Office can assist construction project managers in ensuring compliance with architectural regulations, including California Title 24 and the Federal ADA Accessibility Guidelines.

The Department of Public Safety (DPS) provides input on building security, vehicular traffic flow, and pedestrian and bicycle safety during the design and construction process.

SUPPORT GROUP

The support group consists of project engineers, quality assurance personnel, project coordinators, and financial analysts, along with university departments such as Procurement, Capital Accounting, Community Relations, and Government Compliance.

CONSULTANT GROUP

The consultant group implements the design and construction of university projects under the direction of the project manager. This group may include a range of professionals from the construction field, including designers, architects, and engineers.

TEAM ROLES & RESPONSIBILITIES

