

**UW-Madison**  
**Administrative Excellence – Shaping Our Future**  
**Phase II Work Team Project Charter**  
**Space Utilization**

February 21, 2012 v2.5 dgk  
Approved by Steering Committee November 23, 2011 (v2)  
Reviewed by Advisory Committee December 1, 2011 (v2)

<b>Team Name</b>	Space Utilization - Classroom
<b>Business Process Owner(s)</b>	UW-Madison Space Management and Enrollment Management Offices
<b>Objective</b>	<p>The objective of this project, as prioritized by the Advisory Committee and approved by the Steering Committee, is to build out the classroom utilization opportunity identified in Phase I of the Administrative Excellence (AE) initiative.</p> <p>Team members will refine data, review the use of current off-campus leased space, propose solutions and develop a business case and implementation plan for classroom space utilization at UW-Madison.</p>
<b>Goal</b>	Identify means to more effectively and efficiently use campus space to significantly reduce off-campus lease costs, which should include consideration of more enterprise-based classroom scheduling, implementation of a master calendar, and repurposing of underutilized or unutilized departmental space.
<b>Scope</b>	<p>The scope of work for this project work team includes:</p> <ul style="list-style-type: none"> <li>• collecting and analyzing space data and reviewing current policies and operations to support and enhance classroom scheduling and use</li> <li>• reviewing current off-campus leased space including</li> <li>• identifying barriers to improved space utilization</li> <li>• developing detailed business cases to support implementation of proposed solutions.</li> <li>• assisting in the development of strategies and plans for communication, stakeholder engagement, and step-by-step implementation.</li> </ul> <p>Solutions may include proposals for the reduction in off-campus leased space.</p>
<b>Critical Assumptions</b>	<ul style="list-style-type: none"> <li>• Team members and leadership will have the knowledge and skills to be able to contribute to necessary policy requirements, solutions and implementation strategies.</li> <li>• Team members will be able to dedicate at least one day (8 hours) per week for a concentrated period of approximately 8 weeks, and then lesser amounts of additional time for an estimated period of 3 - 5 months.</li> <li>• The team leader will be able to dedicate at least 10 hours per week for a concentrated period of approximately 7 weeks, and then lesser amounts of additional time for an estimated period of 3 - 5 months.</li> </ul>
<b>Timeline</b>	<p>18 working weeks encompassing the following primary activities:</p> <ul style="list-style-type: none"> <li>• <b>Pre-Work</b>– Additional data collection: gather information from the UW-Madison Registrar’s Office, solicit local (department/division) policies, and develop data requests and request additional data from university departments and Space Management.</li> <li>• <b>Weeks 1 to 2</b> - Hold first team meeting to discuss principles, scope and goals,</li> </ul>



	<p>roles and responsibilities of members, and to vet current data analysis and identify additional data needs. Collect additional data as necessary.</p> <ul style="list-style-type: none"> <li>• <b>Weeks 3 to 4</b> –Review and analyze additional data collected and update Phase 1 assessments</li> <li>• <b>Weeks 5 to 6</b> - Discuss alternate strategies and review and select options for the review, assignment, and measurement of space utilization and productivity, assign roles for business case development, and provide guidance to AE and Huron on implementation strategies and necessary or desired policies; conduct analysis and build business case content</li> <li>• <b>Weeks 7 to 8</b> – Discuss business case content, identify gaps in analysis, and assign additional responsibilities for drafting business case and implementation plan; conduct additional analysis as required</li> <li>• <b>Weeks 9 to 10</b> –Finalize business case/implementation plan and present to Advisory Committee for initial review</li> <li>• <b>Week 11</b> – Adjust business case/plan based on Advisory Committee feedback</li> <li>• <b>Week 12</b> – Present business case/plan to Steering Committee</li> <li>• <b>Week 13</b> –Debrief Steering Committee meeting and to determine next steps, if any</li> <li>• <b>Weeks 14 to 15</b> – Refine communication plan, stakeholder engagement, and step-by-step implementation plans, and policy language</li> <li>• <b>Week 16 to 17</b> – Begin stakeholder engagement</li> <li>• <b>Week 18</b> – Present material to Steering Committee for go/no-go decision</li> </ul>							
<p><b>Deliverables</b></p>	<ul style="list-style-type: none"> <li>• Completed Business Case in the appropriate template</li> <li>• Communication plan coordinated with AE project staff</li> <li>• Stakeholder engagement plan</li> <li>• Step-by-step implementation plan</li> <li>• Weekly status updates in the appropriate template</li> </ul> <p>Additional interim deliverables may be required as the Working Group identifies additional needs for Advisory Committee and/or Steering Committee review during the course of the project.</p>							
<p><b>Team Members</b></p>	<p>Team Leader (temporary) - Alice Gustafson (APR)          Team Member – Doug Rose (FP&amp;M)          Team Member – Angela Pakes Ahlman          Team Member – Phillip Braithwaite (VCA-Budget Office)          Team Member – Scott Owczarek (Enrollment Management)          Team Member – Ed McGlenn (Enrollment Management)          Team Member – Chris Bruhn (College of Letters &amp; Science)          Team Member – Nancy Kujak-Ford (WI Union)          Team Member – Ken Shapiro (CALs)          Team Member – Rebecca Brauer (Student Representative)          Subject Matter Expert – Craig Benson (Nelson Institute – Office of Sustainability)          Project Support – Peter Rubow (Huron Consulting Group)</p>							
<p><b>Project Members</b></p>	<table border="1"> <thead> <tr> <th data-bbox="407 1696 841 1728">Member Name</th> <th data-bbox="846 1696 1484 1728">Member Role</th> </tr> </thead> <tbody> <tr> <td data-bbox="407 1728 841 1881">Working Team Member</td> <td data-bbox="846 1728 1484 1881">Provide feedback for data collection and analysis activities; assist in data gathering; contribute to development of proposed solutions, business case and implementation plan; assist in communication effort and stakeholder engagement</td> </tr> <tr> <td data-bbox="407 1881 841 1946">Working Team Leader</td> <td data-bbox="846 1881 1484 1946">In addition to the responsibilities of a working team member, the team leader will be responsible for</td> </tr> </tbody> </table>	Member Name	Member Role	Working Team Member	Provide feedback for data collection and analysis activities; assist in data gathering; contribute to development of proposed solutions, business case and implementation plan; assist in communication effort and stakeholder engagement	Working Team Leader	In addition to the responsibilities of a working team member, the team leader will be responsible for	
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## Administrative Excellence

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		partnering with Huron and AE to develop agendas and facilitating team meetings; identify task owners and assign relevant tasks and responsibilities to the group; support deliverable creation.
	Administrative Excellence Project Staff	Provide overall project management and guidance through the development of agendas, tracking of team progress, and escalating issues as needed; build the communication plan, stakeholder engagement, and step-by-step implementation plans and policy language; support business case development process and presentation of deliverables to Advisory Committee and Steering Committee.
	Business Process Owners	Support data collection activities; vet proposed solutions, business cases, policy language, and initiative communication, stakeholder engagement, and step-by-step implementation plans.
	Huron Consulting Group	Contribute to data collection process and perform necessary data analysis; provide project management and guidance through the development of agendas, tracking of team progress, and escalating issues as needed; partner with AE project staff to build communication, stakeholder engagement, and step-by-step implementation plans and policy language; support business case development process and presentation of deliverables to Advisory Committee and Steering Committee.
	Advisory Committee	Perform initial review of business case and implementation plan and provide feedback
	Steering Committee	Review business case and implementation plan and provide feedback; provide decision to implement