Instructional Space and Scheduling Improvements Initiative

Office of the Provost

April/May 2019

Purpose

Develop and implement recommendations that advance improvements in instructional space and scheduling which foster scholarly excellence.

Agenda

- Background

- Process

- Engagement

Firm Overview

Educational Consulting Services Corp. (ECS) provides specialized consulting services to universities, polytechnics and colleges to help develop buildings, campuses, policies and planning tools that foster quality teaching, learning, research and an exceptional student life experience. Based in Toronto and active for 40 years, the ECS team has completed more than 1,100 facilities and campus planning projects across Canada, the US and internationally. This experience spans 80+ post-secondary institutions; the fact that most are repeat clients speaks to the quality and positive impact of our work.

Services

Strategic Planning	Scheduling and Utilization Analyses	Functional Space Programs
Trends and Best Practice	Space Audits	Facility Master Plans
Standards and Benchmarks	Resource Demand Analyses	Design Briefs
Feasibility Studies	Space Allocation Plans	Design Reviews

Michel de Jocas, ECS Principal and Team Lead

M.E.S (1985) York | B.Sc. Urb.Pl. (1983) Montréal

Michel has more than 30 years of space planning experience for education sector clients in Canada, the US and internationally. He joined ECS in 1985 after completing his studies in planning and became Principal of the firm along with Brian Barron in 1999.

Michel has led more than 500 space planning studies for colleges and universities spanning strategic planning, utilization and space allocation benchmarking assessments, space audits, resource demand analyses, space needs assessments, space plans, master plans, functional space programs and design briefs. In addition, he has worked with many institutions to develop and strengthen space management and scheduling policies, processes and tools.

Michel has directed two major system-wide facilities benchmarking studies for government and education advocacy organizations. This includes an initiative to assess physical capacity, utilization and space requirements at 19 post-secondary institutions for Alberta Advanced Education and Technology; and the development of the Colleges Ontario Facilities Standards & Inventory (COFSI) framework of space inventory, utilization and planning standards for all 24 colleges of applied arts and technology in Ontario.

With a portfolio of projects that spans more than 70+ universities, polytechnics and colleges, Michel brings to each study a detailed knowledge of precedents and best practice seen at peer institutions. Known for his rigorous analytical planning methodology based on activity modelling, Michel develops recommendations based on balancing the application of targets and standards with the practical realities of life on campus. The fact that most projects carried out by Michel are for repeat clients speaks to his rapport with clients, and the quality of his work and its value to clients.

Instructional Space & Scheduling Review Study

Utilization Analysis Report

University of Maryland Baltimore County

January 9, 2019

Educational Consulting Services Corp. | www.ecs.on.ca

https://provost.umbc.edu/files/2019/02/UMBC-Instructional-Space-Utilization-Analysis-Report-20190109.pdf

Utilization Analysis Report: Primary Conclusions

➢ Area per seat in classrooms is generally aligned with guidelines.

➢ UMBC's classroom pool has latent capacity both in terms of room utilization and seat utilization.

➢ However, this finding is in contrast with scheduling pressures and challenges described to consultant.

ECS

University of Maryland, Baltimore County

Instructional Space & Scheduling Review Study

Key Issues and Planning Directions

January 9, 2019

Educational Consulting Services Corp.
www.ecs.on.ca

Key Issues and Planning Directions: Scheduling Issues

- ➢ Process
  - timelines
  - term roll
  - unplaced courses
- ➢ Policies
  - standard times
  - free hours
- ➢ Resources and Tools
  - number of staff
  - software
  - predicting demand

- ➢ Outcomes
  - mismatches between learning delivery and room type
  - mismatches between course section size and room capacity
  - pedagogical consequences
  - schedule quality

Key Issues and Planning Directions: Planning Directions

➢ Investigate Scheduling Authority Model Options

➢ Review Scheduling Policies, Processes, Timelines, and Staffing Levels

➢ Review Options to Enhance Flexibility within the Standard Time Grid

➢ Research Scheduling Software Systems

➢ Develop Strategies to Better Match Instructional Room Inventory to Pedagogy and Section Size Requirements

Steering Committee

Philip Rous, chair

Key leaders from academic affairs and administration whose role is to:

- **Champion** process

- **Review** recommendations

- **Make decisions** on future steps

Steering Committee

Philip Rous, chair

Other Committee Members:

Lynne Schaefer

Jack Suess

Bill LaCourse

Scott Casper

Keith Bowman

Janet Rutledge

Katharine Cole

Antonio Moreira, ex officio

Pam Hawley, ex officio

Julianne Simpson, ex officio

Sarah Shin, ex officio

Steering Committee

Philip Rous, chair

Task Force

Antonio Moreira, chair
Sarah Shin, co-chair

Task Force

Antonio Moreira, chair
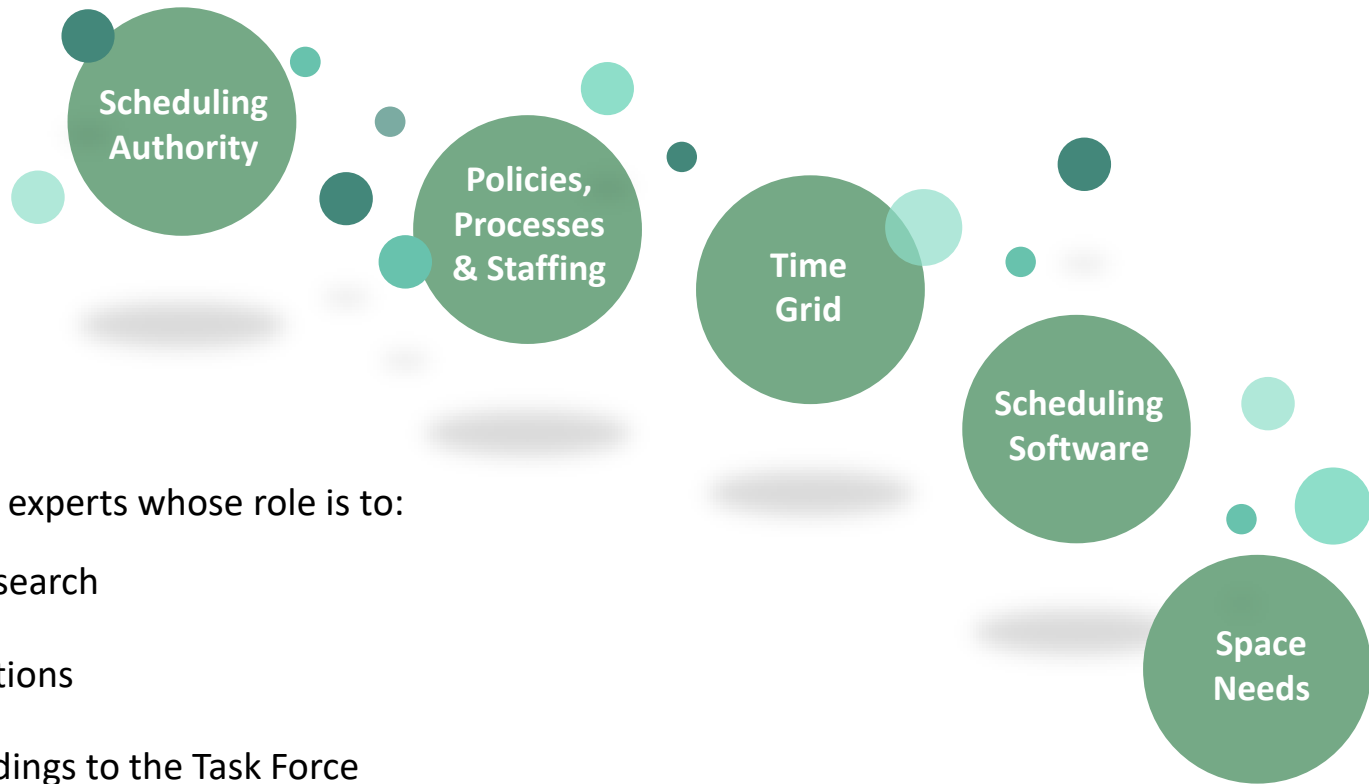*Sarah Shin, co-chair*

Change agents whose role is to:

- **Review and synthesize** information

- **Make** recommendations to Steering Committee

- **Serve as co-chairs** on working teams

Task Force

Antonio Moreira, chair
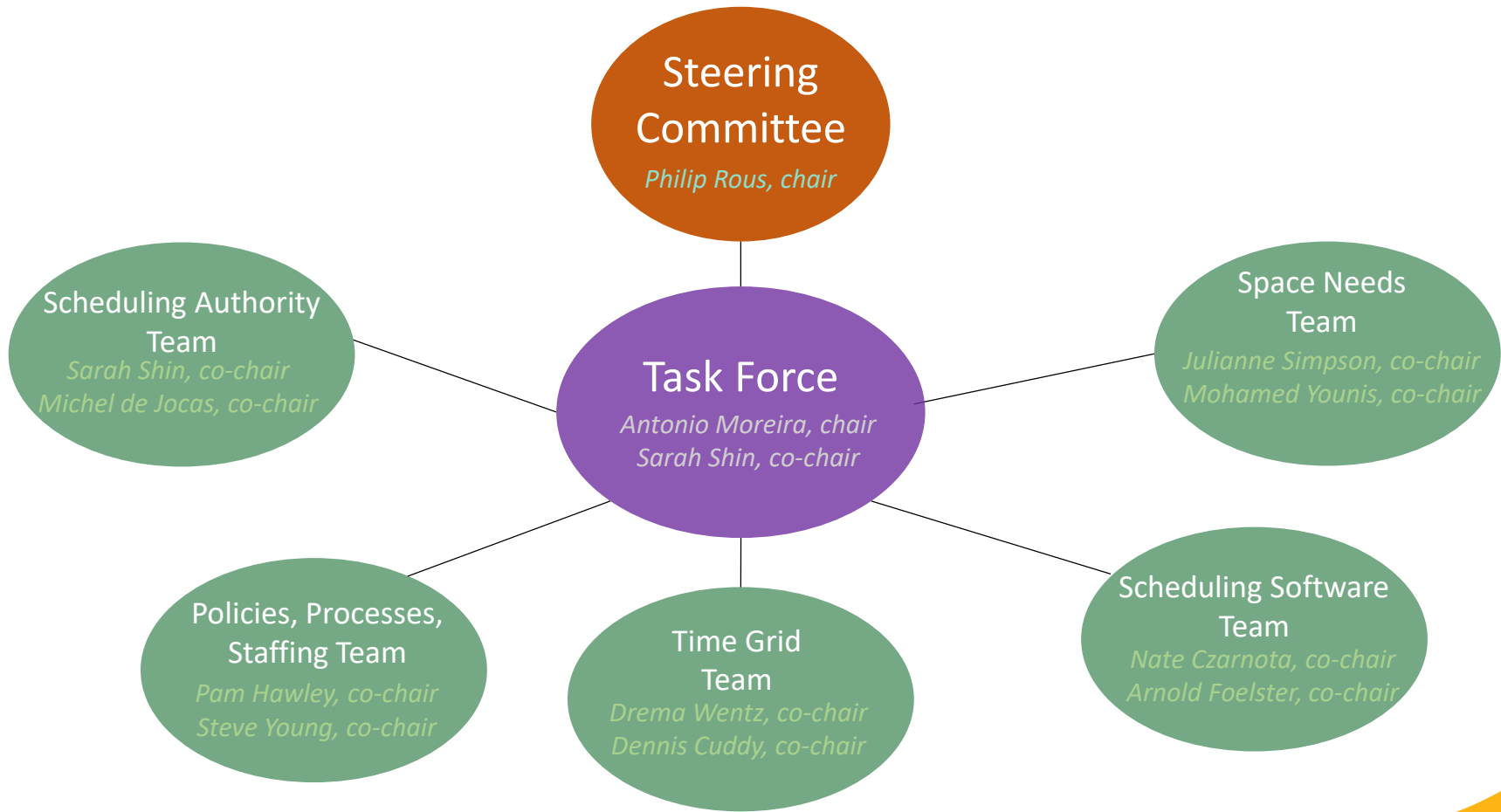*Sarah Shin, co-chair*

Other Task Force Members:

Yvette Mozie-Ross	Vice Provost, Enrollment Management & Planning
Pam Hawley	University Registrar
Drema Wentz	Associate Registrar, Catalog, Scheduling & Faculty Services
Nathan Czarnota	Associate Registrar, Systems and Registration
Arnold Foelster	Director, Enterprise Applications
Kevin Joseph	Director, Business Intelligence, DoIT
Michael Glasser	Director of Decision Support, IRADS
Julianne Simpson	Director of Planning, FM
Dennis Cuddy	Manager, Administration and Facilities, Chemistry and Biochemistry
Steve Young	Associate Professor, MLLI
Edyta Edwards	Specialist, Summer, Winter and Special Programs
Elaine O'Heir	Department Coordinator, Psychology
Jill Randles	Assistant Vice Provost and Assistant Dean, Undergraduate Education
Terrance Worchesky	Associate Professor, Physics
Mohamed Younis	Professor, CSEE

Scheduling Authority

Policies, Processes & Staffing

Time Grid

Scheduling Software

Space Needs

Teams

Subject matter experts whose role is to:

- **Conduct** research

- **Analyze** options

- **Present** findings to the Task Force

Scheduling Authority Team
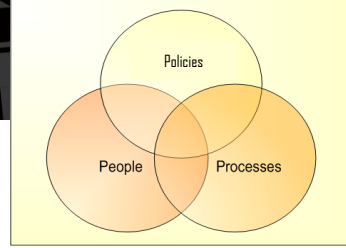*Sarah Shin, co-chair*
Michel de Jocas, co-chair

Charge

Evaluate scheduling authority models (centralized, decentralized, or hybrid) and recommend the most effective model.

Topics for Consideration

- Strengths and challenges of UMBC's current scheduling authority model
- Pros and cons of other scheduling models

Charge

Evaluate UMBC's current policies, processes, and staffing levels and recommend changes to produce a quality schedule.

Topics for Consideration

- Timeline for semester schedule builds and term rolls

- Policy on percentage of classes offered at certain times

- Accommodating hybrid and non-traditional courses

- Prioritization of considerations in room assignment:

    - course demand
    - pedagogical requirements
    - overall placed/unplaced courses within department
    - availability of department-controlled space

Policies, Processes, Staffing Team

Pam Hawley, co-chair
Steve Young, co-chair
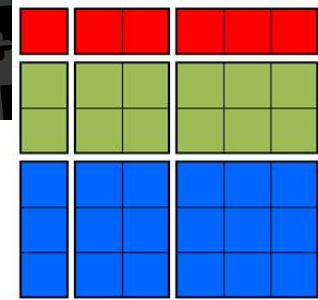
Time Grid Team
Drema Wentz, co-chair
Dennis Cuddy, co-chair

Charge

Evaluate scheduling time grid options and recommend a time grid to increase course availability and improve classroom utilization.

Topics for Consideration

- Friday class offerings
- Early morning class offerings
- Increasing options for 1 and 2 times per week class meeting patterns
- Free hour

UMBC

Scheduling Software Team
Nate Czarnota, co-chair
Arnold Foelster, co-chair

Charge

Evaluate classroom scheduling systems and recommend how to better utilize current system or implement new scheduling software system.
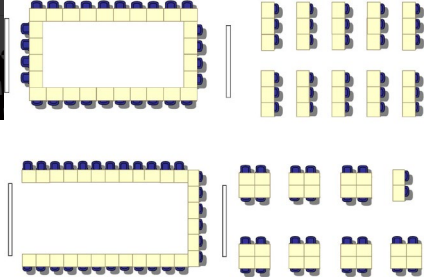
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Topics for Consideration

- Features and functionality of 25 Live/R25

- Other scheduling software systems

- Options available in other software systems

- Data needed for room optimization

- Timeline and scope for recommended changes

UMBC

Space Needs Team

Julianne Simpson, co-chair
Mohamed Younis, co-chair

Charge

Determine optimal distribution of room types and capacities to support pedagogy and satisfy scheduling demands.

Topics for Consideration

- Key room features and qualities

- Learning delivery modes

- Innovation in pedagogy

- Room capacities to support ideal section sizes

- Current and future demand

Task	2019												2020 to 2022											
	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec
Procure Consultant Services																								
Hire Additional Registrar Staff																								
Outreach to Chairs & Stakeholders																								
Launch Process																								
Research																								
Analysis																								
Recommendations																								
Review																								
Decision																								
Implementation																								

Task Assignment
Administrators
Steering Committee
Task Force
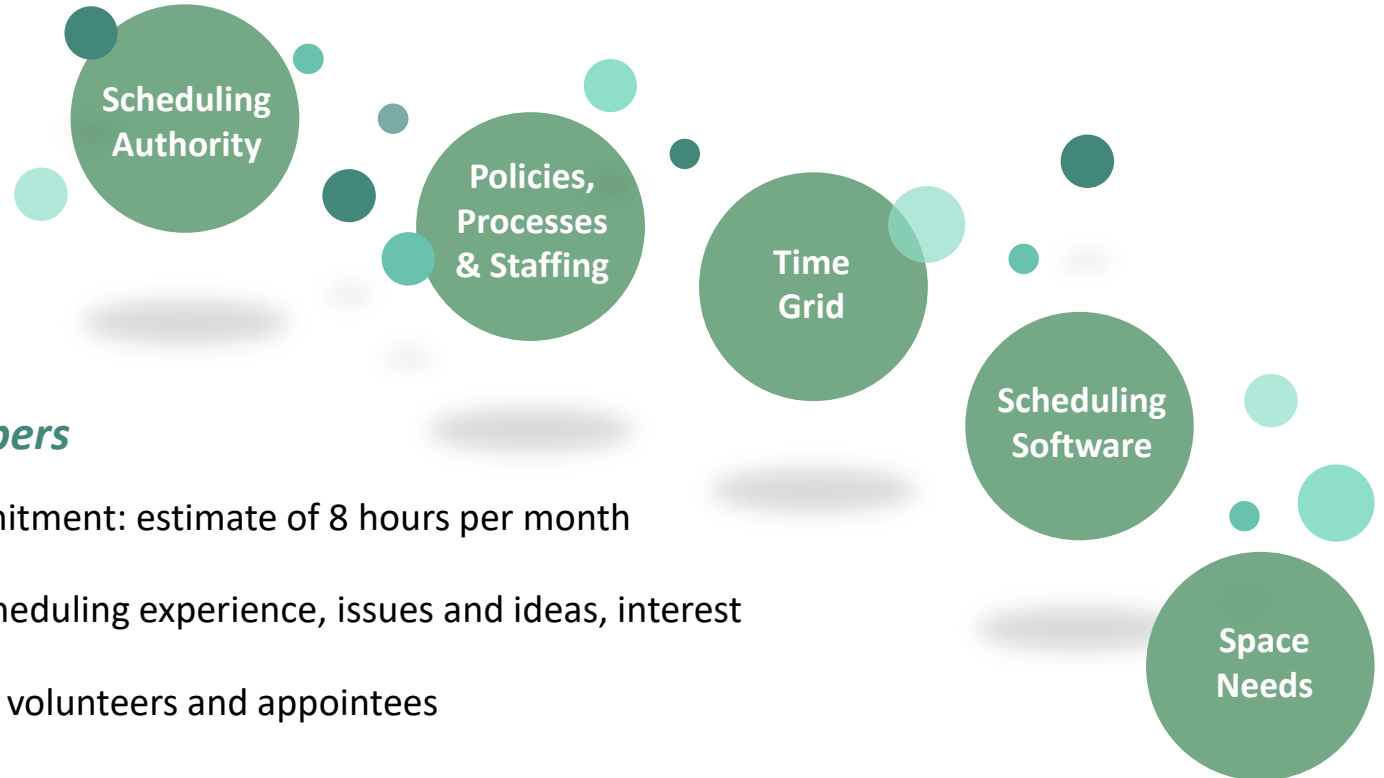Working Teams
Implementation Team

Collaboration

Efforts to facilitate discussions across groups will include:

- Team Co-chairs will serve on the Task Force

- Co-chairs will report on work group activities at each Task Force meeting

- Data and information shared across Teams will be stored in BOX folders accessible to all Team members

- Team members will be invited to software demos and visits to other institutions which will be scheduled over the summer

Consultation

- Committee membership:

  o All Deans are on the Steering Committee

  o Faculty and Scheduling Coordinators from all Colleges are on Task Force

  o Chairs and Faculty from all Colleges *(hopefully)* will serve on Working Teams

- Periodic open forums will be held for Chairs and Directors

- Faculty Senate

- Deans discussions with Chairs and Directors

Scheduling Authority

Policies, Processes & Staffing

Time Grid

Scheduling Software

Space Needs

Team Members

- Time commitment: estimate of 8 hours per month

- Criteria: scheduling experience, issues and ideas, interest

- Looking for volunteers and appointees

Send team member names to moreira@umbc.edu

Next Steps

➢ Finalize Team members

➢ Hold first Task Force meeting

➢ Schedule meetings with each Team