

University System of Maryland Board of Regents

Committee on Effectiveness and Efficiency

March 16, 2001

Thomas Slater, Chair, presiding

Meeting Minutes

The Committee on Effectiveness and Efficiency of the University System of Maryland Board of Regents met in public session on March 16, 2011, at the University of Maryland, College Park, beginning at 12:30 p.m. Present were: Regent Thomas Slater, chairperson, Dr. Patricia Florestano, and, Clifford Kendall. Also attending were Dr. Berthold, Dr. Felder, Dr. Foster, Dr. Franlin-Jones, Ms. Goedert, Dr. Goldstein, Ms. Hollander, Dr. Kirwan, Ms. McMann, Dr. Perreault, Mr. Vivona, Dr. Welsh, Mr. Shoenberg, and, Ms. Yang.

Regent Slater called the meeting to order. The agenda items were discussed in the order reported in the minutes; copies of materials distributed at the meeting are on file with the official minutes of the meeting.

Revision of the Bylaws of the Board of Regents of the University System of Maryland

Regent Slater explained that at their meeting of February 11, 2011 the Board of Regents voted to establish the Effectiveness and Efficiency Work Group as a Standing Committee. This action necessitates the revision of Article IX of the Bylaws of the Board of Regents of the University System of Maryland. Section I requires revision to include the Committee on Effectiveness and Efficiency and a new Section 6 needs to be added, establishing the responsibilities of the Committee.

The Chancellor's recommendation was that the Committee on Effectiveness and Efficiency recommend that the Board of Regents approve the proposed revision. Lacking a quorum, Regent Slater polled those Committee members present. The sense of the Committee was to approve the recommendation.

Dashboard Indicators: Process for Review and Revision

Dr. Foster provided an overview of, concerns with, and strengths of the current dashboard indicators. Suggestions for revamping the indicators were given, including: strengthening the connection between the dashboards and the USM Strategic Plan; simplifying the dashboard by revising the list of indicators to focus on those considered to be "critical" to success; enhancing the usefulness by creating a more transparent and "real time" monitoring by placing information online as it becomes available, providing written analysis that focuses on critical issues/trends and includes contextual information, and integrating them, where possible, with the "financial dashboards" developed by the Audit Committee; and create a summary "score card" highlighting progress under the Strategic Plan.

A timeline from March 2011 – January 2012 of next steps was proposed and included: forming a work group of Regents and USM staff; review of feedback from institutions and Regents, and an environmental scan of other dashboard/score card models; revision of indicators and development of prototype scorecard; finalization of format, review with Regents and institutions, and data loading; analysis of final data and review with institutions; and, publication of dashboards/scorecard summary.

Survey of the Vice Presidents for Administration and Finance: Status of Recommendations

Ms. Goedert provided a status report on the steps taken in moving forward on the recommendations that resulted from a 2010 survey of the Vice Presidents for Administration and Finance on removing legal and policy obstacles to efficient and effective institution operations. Through a process of

evaluating individual recommendations, it has been found that the recommendations fall into two categories: those that would require changes in regulations, and practices within an external state agencies, and those that can be accomplished by changes to our own policies. The latter fall mostly in the human resources/labor relations category.

Ms. Goedert reported that the System Human Resources Committee is well on its way in reviewing the currently cumbersome, outdated USM human resources policies. These policies are a source of some confusion, some inconsistent practice, and some of the grievances experienced at our institutions. By dealing with outdated terminology, updating to reflect current law, reorganizing and merging more than 60 separate policies, and recognizing the impact of collective bargaining, HR operations should improve significantly. Most of the changes amount to technical changes and it is anticipated that proposed amendments will be presented to the Board within a year.

The remaining significant recommendations cannot be implemented by the USM alone. These will be encompassed by what the committee has talked about as the "public corporation" initiative. With a new strategic plan in place, the time is especially right to seriously tackle the issue of how to maximize the USM's status as a public corporation to facilitate achievement of the strategic plan's goals, especially economic development.

Accordingly, Joe Vivona has initiated the formation of a USM workgroup to conduct a systematic review of the effectiveness of our current personnel and procurement autonomy, and to identify what improvements are desirable and feasible.

The focus to date has been on the administration and finance aspects. We need also to discuss whether there are elements of academic transformation that should be blended - a task that may be more challenging in substance and timing.

Moving forward, the goal is to develop a legislative package that can be offered to the Governor for consideration as an administrative bill in the next session. This will mean that we will need to complete this effort by September. The survey has provided numerous possibilities for legislative approaches so we are well positioned to move ahead.

Towson University Trimester Pilot Update

Provost Marcia Welsh provided the committee with an update on the Towson University Trimester Pilot. The pilot has been successful in increasing access to important programmatic offerings in areas of workforce need and in increasing utilization of needed laboratory and specialized facilities during the summer. While the University is committed to continuing the current offerings, the lack of funding will not allow for expansion.

Adjournment.

The Committee was adjourned at 2:15 p.m.

Respectfully submitted by:

Thomas Slater