



**BOARD OF REGENTS  
EFFICIENCY & EFFECTIVENESS WORKGROUP MEETING**

Minutes  
December 3, 2019  
University System of Maryland Office, Columbus Center

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The Workgroup on E&E2.0 of the University System of Maryland (USM) Board of Regents met in public session on Tuesday, December 3, 2019, in the Multi-purpose Room at the University System of Maryland Office, Columbus Center.

Chairman Robert Wallace called the meeting to order at 10:30 a.m.

Attendees:

**E&E Workgroup Members:** Regent Robert Wallace (chair), Regent Linda Gooden, Regent Robert (Bob) Neall, Regent Gary Attman, UMD President Wallace Loh

**USM Staff to Workgroup:** Ellen Herbst, Dr. Donald Spicer, Bob Page, Michael Eismeier, Leigh Ann Hess, Suzcelle Sembrano

**Presenters:** Carolyn Skolnik, Chevonie Oyegoke, Marcus Harrington (all USM Office staff)

**Guests:** Carlo Colella (UMCP), Ben Lowenthal, Jeff Schmidt (Towson U.), MJ Bishop, William Castillo, Devon Artist (USM Office), Lynne Schaefer (UMBC), Jerry Waldron (UMES), Lynn Rehn (UMCES), Dave Bobart (UB), Troy Donoway (FSU)

Robert Wallace began the meeting by having Donald Spicer provide a summary of the institutional and consortia E&E activities. Donald Spicer spoke to the 3 tables that document total savings via E&E programs. Gary Attman asked if savings were new or cumulative of prior years. Donald Spicer answered that each years' efficiency savings figures represent only new savings and that he weeds out submittals of recurring savings as USM treats those as part of institutions' new baseline.

Wallace Loh questioned the data collection process and definition for what is collected and counted.

- Ellen Herbst and Donald Spicer offered to provide the instructions and guidelines for collecting data to the Workgroup and bring as an agenda item to the next meeting.

Donald Spicer discussed consortial buying savings via MEEC, MDREN, etc.

- Question was asked about data collection on consortial savings and whether we capture savings for all MEEC members or just USM. We do collect numbers for all MEEC members, but since this is a USM Work Group, only USM numbers are presented. N.B., MEEC has 19 contract categories and can't collect data on all of them since not all purchases go through an intermediary that can collect data on MEEC's behalf. The 4 presented are the contracts with largest purchases, however, and we have reliable data collection for them.
- Ellen Herbst wants to include overall Statewide savings and activity on Chancellors' Legislative talking points to include not just USM savings but our impact across the state through MEEC
- Wallace Loh suggested we have the numbers verified independently before we go public with them
- Donald Spicer talked about other non-MEEC leveraged buys including recent KnowBe4 contract
- Donald Spicer asked MJ Bishop to discuss the Maryland Open Source Textbook initiative briefly
- Gary Attman agreed with Wallace Loh about verification of numbers.
- Gary Attman also wants to explore USM having control of vendor payments with Comptroller to achieve higher procurement savings through prompt pay.
  - o Robert Neall agreed about approaching the Comptroller's office
- Gary Attman also discussed runaway construction spend and whether E&E could bring about some improvements in that regard.
  - o Gary Attman also suggested College Park architectural and engineering schools be leveraged to perform strategic construction planning for other campuses
- Donald Spicer said he would bring construction management as an agenda item for the next E&E meeting

Robert Wallace provided an overview of the Tuition Remission agenda item and introduced Carolyn Skolnik from the USM Office. Carolyn provided more information on Tuition Remission benefits and introduced Marcus Harrington and Chevonie Oyegoke from the USM Office who were responsible for development of the tuition remission system.

Following is a summary of the presentation given by Marcus & Chevonie:

On November 5, 2019, the new USM Central Tuition Remission System went live to all USM campuses. Human Resources (HR) and IT representatives from the USM have been working symbiotically with Benefits Coordinators and IT staff at each USM institution to build a central system hosted by USM Office to collect and process applications for tuition remission. This is a valuable benefit available to all employees in USM, their spouses and dependent children.

Through this collaborative effort a manual, inefficient paper-based process, which was handled slightly differently at each campus, is now built into one automated process and system. It also allows for tracking of employees' and their spouses' and dependents' educational activities and progress.

The system incorporates the Board of Regents policies and guidelines on tuition remission, along with the institution specific procedures.

Over the course of four-year effort, which was protracted by the fact that other state mandated initiatives took precedence during that course of time, each institution was visited multiple times, the team worked directly with over 60 colleagues, and consulted with employees and administrators at each individual campus to solicit feedback. The project will also eventually include Baltimore City Community College, Morgan State University and St Mary's College of Maryland.

Aside from the complexity of developing the system in terms of policies etc., bringing 12 institutions along required extensive change management efforts to consolidate nuanced process differences. In some cases, the institutions had to modify their processes to align with the tuition remission system.

A retrospective of the project development timeline was presented, highlighting resources needing to be brought to bear during each step. During early project planning, estimates to have the system built by web development firms were sought, which came in estimated at \$750K-\$1M. Instead, the two USM Office leads, who largely built the system, did so internally over the course of an estimated 1000 person hours total.

System features include: tracking all applications across the system in one platform, which means no more paper! Improved workflow management for approval processes, which means no more waiting for supervisory approval for most applications. Automatic eligibility determination, which means more consistency in following the Board of Regents policies and Institutions procedures. The system also provides reports and analytics on tuition remission applications for leadership as they review the program and its benefits for employee recruitment, retention and development. In previous years, UMCP has served as the USM's clearinghouse to report to the IRS any income imputed to an employee as a result of receiving the tuition remission benefit, and to provide required tax forms to the employee. This process was arduous, onerous, and both employees and administrators alike were confused and frustrated with the process. Next semester, for the first time, the tuition remission system will automatically provide the remission amounts for tax reporting, which will allow the process to be transparent

for employees and will ensure that all of the Institutions are appropriately applying the IRS regulations.

Since going live, over 2,400 employees have logged into the system. 2,000 employees have completed and submitted an application. These numbers reflect that we have created not only a significant cost savings in development, but also a significant savings in the time that our administrators use to administer this benefit.

Questions from Workgroup:

Linda Gooden asked if there are other areas we can automate?

- Robert Neall suggested automating travel and expense handling centrally would be very beneficial
- MJ Bishop suggested enhancing the articulation system

Ellen Herbst asked how we take our tech resources and power other areas?

- A suggestion was made to form a tactical tiger team that only works on automations.

This team would work on identifying opportunities to centrally automate more

Linda Gooden asked if the online system is copyrighted?

- We have not copyrighted.

Robert Wallace asked how long was the process before it was automated?

- What used to be several days to process is now down to a few hours on average.

Robert Wallace introduced the topic of Interim Report on Collaboration and turned the discussion over to Michael Eismeier to present a summary of the report.

- In June 2019, the BOR approved a Statement of Values and Expectations on Collaboration and Cooperative Efforts
- The intent is for all USM institutions to begin to find new and grow existing partnerships particularly in the areas of process enhancement and IT system implementation in support of that.
- The BOR asked for an interim report on collaboration planning activities to be presented by end of calendar year 2019 and a comprehensive roadmap for collaboration efforts to be developed by May 2020.
- For the interim report on planning activities, common major initiatives include:
  - o Increasing enrollment and enhancing processes to improve
  - o Various administrative business process improvement efforts
  - o Improving communications activities through CRM enhancements
  - o Overhaul of budget/planning procedures
  - o Planning and managing capital project activities
  - o Enhancing the overall campus student experience
- What is meant by collaboration among the institutions?

- Administrative processes are the cornerstone of this succeeding with technology merely as an enabler of good collaborative process
- ERP systems
  - Financial systems – transactional financial activities
    - Includes eProcurement, Budgeting, Accounting
  - HR systems –
    - Includes everything from recruitment to on-boarding through end of appointment and retirement and all in between
  - Student information systems –
    - All administrative aspects of the student experience and lifecycle
- High level time-line
  - Time horizons for accomplishing the current for collaboration spans the next 5-10 years but interim accomplishments will be many in between
- Many of the initiatives present opportunities for USM to facilitate heightened collaboration initiatives
- Some collaboration efforts are well underway and taking solid shape at present
  - UMD/UMB – SB1052 efforts and results
    - Sharing same grant pre-award system
    - Built common federated identity management tool
    - Pursuing opportunities on leveraged contracts for copiers and other goods
    - Participating with each other's' ERP evaluation and selection processes
  - Consortium of 6 planning activities and near-term plans
    - USM has facilitated several sessions with the consortium
    - Discussions revolved around how the long-term partnership will work and getting commitment
    - Developing governance models now
    - Two contracts in the works
      - Resources
      - Readiness assessment
  - Towson's continued offers to assist
    - History of USM providing comprehensives with consolidation services around payroll data throughput
  - BPower
    - Joint program between UB, Coppin and BCCC to promote joint programs between Baltimore City K-12 students and the institutions of higher ed.
  - Other partnerships with UMBC, UMCES, working together on various initiatives
- Next steps
  - Develop governance structures and cadence
  - Create template for May Roadmap

- Continue to foster quick wins like leveraged contracting through MEEC/MDREN/other avenues.

Robert Wallace asked how the consortium of 6 evolved?

- Michael Eismeier answered that there has been an ongoing dialogue largely among the CIOs at each of these schools. Largely that discussion has evolved due to those campuses' similar needs and challenges. The conversation was broadened through facilitation with the USM Office to include the Vice Presidents for Admin and Finance.

Linda Gooden asked if we can we write up the overall benefits of the effort?

- Michael Eismeier said we have begun doing this and will finalize in the coming weeks.

The Workgroup meeting was adjourned at 12:05 p.m.

Respectfully submitted,

Robert Wallace, Chair  
BOR E&E2.0 Workgroup