



TOPIC: Role and Function of the Committee on Effectiveness and Efficiency

COMMITTEE: Effectiveness and Efficiency

DATE OF COMMITTEE MEETING: October 17, 2012

SUMMARY: The University System of Maryland (USM) launched its Effectiveness and Efficiency Initiative (E&E) in 2003-04 to manage a number of unprecedented challenges prevalent at that time: declining state aid; rising costs in energy and health care; rising demands on higher education in an economy increasingly based on knowledge and information; and surging enrollment from the "baby boom echo."

The USM Board of Regents established the E&E Workgroup to address these issues. The driving force behind the E&E Initiative was the need, in such challenging economic times, to optimize USM resources to yield savings and cost avoidance.

The workgroup, a collaborative effort involving the regents, chancellor and USM vice chancellors, and leaders from all USM institutions, identified several action steps to reduce costs. These steps included centralizing services such as internal audit, construction management, and real property development; strategically leveraging USM buying power, including a pooled purchase of energy by USM schools acting as a shared entity; and implementing cost-effective energy management strategies. The group targeted efficiencies on administrative and academic levels through two action stages, Phase I and Phase II.

Since the launch in 2003-04, the E&E Initiative has realized cumulative savings of \$255 million through calendar year 2011. At their meeting of February 11, 2011 the Board of Regents voted to establish the Effectiveness and Efficiency Work Group as a Standing Committee. As a new academic year begins and as new Regents join the Board and its Committees, a clearer understanding of the purpose and the work of the Committee on Effectiveness and Efficiency will ensure a positive and productive year.

ALTERNATIVE(S): This item is presented for information and discussion purposes.

FISCAL IMPACT: This item is presented for information and discussion purposes.

CHANCELLOR'S RECOMMENDATION: This item is presented for information and discussion purposes.

COMMITTEE RECOMMENDATION: Received as information. DATE: October 17, 2012

BOARD ACTION: DATE:

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Role and Function of the Committee on Effectiveness and Efficiency

Bylaws of the Board of Regents of the University System of Maryland
Article IX, Section 9. Committee on Effectiveness and Efficiency

- A. The Committee on Effectiveness and Efficiency shall consider and report to the board on all matters relating to the review of the academic and business operations of the University System in order to maximize the effectiveness of the System and, where possible, increase its efficiency.
- B. The Committee shall also provide policy guidance and oversight of the effectiveness and efficiency process on a system-wide basis, operate as a clearinghouse for initiatives, monitor activities, and review results based upon pre-established benchmarks.
- C. The Committee may form work groups to focus on certain areas of effectiveness and efficiency as needed.
- D. The Committee shall meet at least twice per year.
- E. The Committee shall also consider other related matters that may be brought before it by the Chancellor or referred to it by the Board.

University System of Maryland
Effectiveness and Efficiency Work Group/Committee
Chronology

July 23, 2003	First official organizational meeting of the E & E Work Group Review the charge, set expectations, discuss organizational issues, create comprehensive list of ideas, review of annual efficiency/accountability process
September 12, 2003	Review draft letter to faculty and staff Begin discussion of work plan items
October 3, 2003	Discussion of hiring a consultant to assist in the analysis of proposed E & E process.
October 16, 2003	Accenture information meeting
October 31, 2003	Identification and discussion of 38 E & E prospective initiatives
November 20, 2003	Deloitte Consulting information meeting
December 19, 2003	Presentations on Funding Guidelines, Managing for Results, and Peer Performance. Review of draft RFP scope statement for consultant.
January 4, 2004	Preparation for E & E Retreat Presentation to Legislative Ad Hoc Committee on Higher Education chaired by Delegate Busch RFP to procure E & E Consulting Services issued
February 13, 2004	Discussion of issue papers on <u>Reducing the Cost Structure</u> Questions related to the E & E presentation to the Legislative Ad Hoc Committee on Higher Education chaired by Delegate Busch Consultant Selection Committee formed
March 18, 2004	Presentation on faculty workload issues, measures of institutional strength and the enrollment reallocation model. Update on the status of the RFP for a consultant and presidential work groups Awarded consultant contract to Accenture and established E & E Steering Committee to manage the contract. Identified the institutional representatives to work with the Steering Committee and staff.
April 16, 2004	Update on E & E initiatives including the enrollment model, status of the online education initiative and academic re-engineering and Annual E & E Report.
May - August 2004	Accenture process of data collection and analysis, institutional focus group interviews.
June 9, 2004	Accenture proposal and preliminary observations based on the limited data they had reviewed.
July 15, 2004	Chancellor's E & E Update and proposed Initiative paper review and discussion
August 25, 2004	Final Accenture Report to E & E Work Group
October 6, 2004	E & E report to the legislature including 16 Action Items that will save \$26 million to be completed by June 2006 approved
November 23, 2004	Preparation for the 2005 legislative session
January 5, 2005	Continued discussion of the legislative session, dashboard indicators and update on initiatives
March 18, 2005	Continued discussion of initiatives including organizational reviews and dashboard indicators. Addition of a new initiative on police forces. E & E sub-committee formed to study indicators and recommend appropriate dashboard indicators for the Board of Regent.
June 1, 2005	Discussion of several initiatives including the draft Enrollment Management and Organizational Review reports.
July 1, 2005	Beginning of E & E Phase II Initiative, continuing Phase I completion and implementation
October 11, 2005	Conceptual discussion of Phase II. Focus on effectiveness of core activities of institutions, alignment of projects with System and campus strategic plans Planning of joint meeting of VP's for administration and Finance/Academic Affairs Discussion with Presidents Ongoing initiative review – Dashboard indicators, faculty online training, Police Force Consolidation

University System of Maryland
Effectiveness and Efficiency Work Group/Committee
Chronology

November 17, 2005	Discussion of outcomes from Joint VP's meeting Retreat Planning
December 8, 2005	BOR Retreat on E & E with the Chancellor, Vice Chancellors and Presidents to discuss institutional E&E initiative proposals.
December 9, 2005	Discussion of outcomes from Retreat including the systematic review of E&E Phase II, institutional proposals.
December 9, 2005	BOR meeting --Dashboard Indicator Report
February 10, 2006	Further discussion of Institutional project recommendations Presentation by Carol Twigg and Online education.
May 18, 2006	Carol Twigg Presentation, Course Redesign.
October 17, 2006	Maryland Course Redesign Initiative Kick-off Workshop http://www.usmd.edu/usm/academicaffairs/courseredesign/mdcourseredesign.html
October 27, 2006	Discussion of the status of "Phase II" initiatives
January 24, 2007	Discussion of Applicant Referral System, Dashboard Indicators, Funding Guidelines
June 5, 2007	Reports on Phase II Initiatives: Maryland Course Redesign, UM Freshman Connections, application referral system, and room utilization. Discussion on foundation funding for residence halls.
November 13, 2007	Reports on Phase II Initiatives: Transfer Information Portal demonstration, application referral system, dashboard indicators, and trimester pilot.
February 18, 2008	Maryland Course Redesign Initiative Undergraduate Student Cognitive Development and Learning Styles and Student Learning Outcomes Assessments Workshop http://www.usmd.edu/usm/academicaffairs/courseredesign/021808ws.html
March 12, 2008	Review of the Phase I and Phase II E and E projects. Detailed report on Course Redesign Initiative. Discussion on application referral system, collaboration with state agencies as it relates to workforce development.
May 30, 2008	Maryland Course Redesign Mid-Initiative Workshop http://www.usmd.edu/usm/academicaffairs/courseredesign/053008ws.html
January 21, 2009	Review of the draft Textbook Policy
March 26, 2009	Dashboard Indicators: A President's Perspective (UB) Reports on Shared Library Services, "10%" policy and Study Abroad
May 26, 2009	Dashboard Indicators: Presidents' Perspectives (TU, UMCP) Report on Alternative Credits: Internships
November 11, 2009	Future Directions: Phase II
January 27, 2010	Discussion of relationship of new Strategic Plan and the Dashboard Indicators, solicitation of ideas for new E & E initiatives, survey of administrative vice presidents as it relates to policy barriers.
March 24, 2010	Presidents perspectives on Dashboard Indicators, discussion of: administrative vp "policy barriers" survey results, proposal for the establishment of an "E & E Innovation Award."
June 2, 2010	USMAI Consortium presentation, briefing on course redesign phase 2, discussion of next steps resulting from "policy barriers" survey results.
December 2, 2010	Review and discussion of the inventory of recommendations from the policy barriers survey and how to proceed, direction regarding priorities for the selection of recommendations and implementation, and how best to integrate the recommendations into implementation of the proposed 2010 Strategic Plan. Discussion of how best to align the Dashboard Indicators with the Strategic Plan, status of the implementation of the Textbook legislation, review of the status of ongoing initiatives and discussion of next steps.

University System of Maryland
Effectiveness and Efficiency Work Group/Committee
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February 11, 2011	Board of Regents voted to establish the Effectiveness and Efficiency Work Group as a Standing Committee.
March 26, 2011	Discussion of the need to revise 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 establishing the responsibilities of the Committee, process for review and revision of the Dashboard Indicators, 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 operation.
April 15, 2011	Approval of revisions to the Bylaws establishing the work group as a Standing Committee of the Board.
November 14, 2011	Presentation and discussion of the revision of the USM Dashboard Indicators 2011, and the proposed Policy on the Role of the USM as a Public Corporation.
December 2, 2011	Policy on the Role of the USM as a Public Corporation approved by the Board.
January 25, 2012	Presentation and discussion of the 2010 – 2011 Dashboard Indicators, report on Alternative Means of Earning Academic Degree Credit (BOR III-8.01), USM Course Redesign 2, and strategies for implementation of the Policy on the Role of the USM as a Public Corporation (BOR I – 8.00).
October 17, 2012	Review and discussion of the Role and Function of the Committee, Chapter 450 (HB442/SB239 – next steps, Academic Transformation Initiative, E & E annual reports, and future agenda items.