



Workgroup on Effectiveness and Efficiency 2.0

Board of Regents
February 13, 2015



Workgroup Members

Chair: Regent Gary Attman

Regent Barry Gossett

Regent Linda Gooden

Regent Tom McMillen

President Mickey Burnim

President Wallace Loh

Chancellor William (Brit) Kirwan

Vice Chancellor & COO Joseph F. Vivona



Charge

The Workgroup is charged with creating a framework for rethinking the USM's operating model with the goals of improving our overall academic quality and increasing the value and impact of higher education to the benefit of the citizens of Maryland, all while reducing its cost structure. Initiatives should support the pursuit of the priorities of USM's 2020 Strategic Plan.



Near-term Initiatives

- Procurement: Improve procurement policies and procedures in critical areas
 - E.g., Cybersecurity, Economic Development, Sponsored Research
- Differential tuition: Obtain proposals for differential tuition rates from interested campuses
- Analytics: Expand analytics capabilities System-wide through a multi-institutional approach
- New Academic Programs at USM's HBUs: Support USM's HBUs by increasing, on an incremental basis, attractive academic programs
- Faculty Retirement Program: As appropriate within each institution, implement faculty retirement programs



Additional Near-term Initiatives

- Real Estate Management: Conduct a systemic analysis of USM real estate and other assets to identify potential *highest and best use* opportunities.
- Reorganization: Develop and implement intra- and inter-institutional plans for reorganizing current resources to increase effectiveness and efficiencies
- Outsourcing: Implement as appropriate outsourcing and privatization possibilities



Longer-term Initiatives

- Leverage University of Maryland University College's (UMUC's) expertise in the delivery of online education
- Implement highest priority recommendations of the 2014 Workgroup on *Enabling Transformation Through Technology and Innovation*
- Take advantage of latitude available to the USM due to its public corporation status
- Prepare, and continue, move to Cloud Computing as appropriate
- Determine if the ratio of administrative staff to faculty at each institution is appropriate
- Break down silos



Implementing the Plan

- The Chancellor and Presidents have prime responsibility
- Take advantage of existing Councils and Committees
- Form an operations group consisting of Campus E&E leaders who will drive E&E on their campuses and collectively will seek multi-campus opportunities
- Borrow best practices from other states and businesses



Keeping Score

- Use established metrics where such exist
- Develop new metrics in more subjective areas
- Report annually to the Board of Regents