UNIVERSITY SYSTEM
of MARYLAND

Board of Regents
Statement of Values and Expectations on Collaboration and Cooperative Efforts in Acquiring and Implementing New Information Technology and Upgrading Business Processes
Spring 2019

Whereas, the institutions of the University System of Maryland (USM) are considering making major investments in the software used to run those institutions; and

Whereas, the quality of services provided students, and the costs associated with business processes and information technology as impacts or drivers of tuition rates, both have a significant impact on the student experience; and

Whereas, the USM and its institutions all have their operations based in a common set of policies and standards in areas such as HR, procurement, accounting, etc.; and

Whereas, this technology transition will require the USM and its institutions to analyze and improve back-office operations and business processes;

Whereas, technology transformation of this scope presents an opportunity to leverage in-common process, technology, and data across USM institutions, while respecting their uniqueness but improving effectiveness and efficiency in their individual operations.

Therefore, the Board of Regents instructs the Presidents of the USM institutions and the USM Office to explore alternatives and opportunities, and work together to develop institutional plans to:

- pursue opportunities to cooperate, collaborate, and establish common solutions to business process needs that utilize or depend upon information technology assets, and that

- the USM institutions consider not only the unique needs of their own institution, but alternatives that will assist other institutions in improving business process outcomes as well as improve the effectiveness and efficiency of business, administrative and operational processes across the entire University System of Maryland

The range of possibilities for cooperation, collaboration, or the establishment of common solutions include, but are not limited to:

- System-wide procurement and contracting opportunities,

- shared training and change management services,

- sharing information technology resources across similar-scope or, if advantageous, geographically-close institutions,

- one or more institutions, or other organization, providing services, either information technology, or business process provision, to others on a fee-for service basis,

- several institutions developing a governance and change management structure that enables them to partner and operate in a shared, vendor-supported ERP system,

- several institutions developing a governance and operating structure to provide services, whether information technology, or business process, through a commonly-governed and operated center.

Unless a case can be made otherwise, institutions are expected to enter into or commit to collaborative endeavors with similar institutions that have common sets of business activities and needs. Alternatively, an institution can commit to collaborate with an institution that can reasonably provide information technology or business process services to other USM institutions. In either approach the goal is to agree on a common long-term strategy to minimize costs and improve services and outcomes.

The framework for proceeding, either individually or as a group, will be described in a document that is currently under development called, "Requirements for major information technology investments by or for USM institutions."

Each institution will be required to develop a long-term plan for business process improvements by no later than May 1, 2020. These plans should include goals and estimated milestone dates for planned improvements, including business process changes, as well as the acquisition and implementation of supporting enterprise information technology. Institutions are to share the plans with the Board of Regents when completed, for their review and comment, at its thereafter next scheduled meeting. Where collaboration is planned, institutions should include the need to establish shared governance and/or standards of service arrangements as a part of the institutional plan.

The System Office is to work with groups of institutions to monitor progress, provide policy and technical expertise where appropriate, assist in resolving cross-institutional or multi-institutional issues, and help in identifying opportunities for collaboration.

Business processes that utilize or rely upon student information systems may be exempted from expectations to collaborate across institutions.

As the window of opportunity for enacting the provisions of such a plan is fast approaching, the Board of Regents requests that a report on this topic be submitted by the end of calendar year 2019 on the status of institutional efforts to develop long-term plans.   Annually thereafter institutions will be asked to submit reports that track institutional progress against the institution's long-term plans