UNIVERSITY SYSTEM
of MARYLAND

Board of Regents
Committee on Finance

December 2, 2020

Zoom Details to be Provided to Committee

Public Listen-Only Access: 301 715 8592; Conference ID – 926 0809 6144
Password: 620644

AGENDA FOR PUBLIC SESSION

Call to Order   Chairman Attman

1.   Board Statement of Values and Expectations on Collaboration and Cooperative Efforts in
         Acquiring and Implementing New Information Technology and Upgrading Business Processes –
         Long Term Plan for Collaboration on Business Process and System Modernization (information)

2.   Convening Closed Session (action)

UNIVERSITY SYSTEM
of MARYLAND

BOARD OF REGENTS

SUMMARY OF ITEM FOR ACTION,
INFORMATION OR DISCUSSION

TOPIC: Board Statement of Values and Expectations on Collaboration and Cooperative Efforts in Acquiring and Implementing New Information Technology and Upgrading Business Processes – Long Term Plan for Collaboration on Business Process and System Modernization

COMMITTEE: Finance

DATE OF COMMITTEE MEETING: December 2, 2020

SUMMARY: Since its formation, the Effectiveness and Efficiency BOR Workgroup has evolved its goals and desired outcomes multiple times to respond to various factors and conditions. Each development has been successful in driving measurable and significant results locally at institutions and system-wide. Most recently, in the past two years, the E&E Workgroup provided recommendations that USM institutions find even more ways to collaborate—beyond the leveraged purchasing of enterprise technology—more broadly on the processes and underlying data which enable our staff to operate. To that end, the discussion resulted in the Board of Regents developing a Statement of Values and Expectations on Collaboration and Cooperative Efforts ("Statement") which was approved at the June 2019 meeting. The Statement can be found at https://www.usmd.edu/usm/adminfinance/. In December 2019, all USM institutions provided updates on collaborative planning activities per the Statement and a consolidated report was presented to the Finance Committee and the Board.

A second requirement of the Statement was for the USM institutions to provide a long-term plan for collaboration in May 2020, which would be synthesized and presented to Finance Committee and the Board during the June 2020 cycle. This deadline was extended by six months, due to the onset of the COVID-19 pandemic and the necessary shifting of campus resources and responsibilities.

The attached plan includes representative initiatives that are at various stages of execution. Those that have completed a sufficient level of planning include a draft timeline. Likewise, a high-level estimate of budget and staff resource needs is included for each project.

As detailed in the plan, examples of the initiatives underway include:

- *UMCP/UMB Strategic Partnership* – Both institutions continue to partner on administrative system collaboration with significant impact made in the area of Research Administration. Both institutions are also in the process of upgrading their core ERP systems. Discussions are underway on how best to standardize the data from these systems and administrative process best practices.

- *Consortium of Six* – This consortium of Bowie State University, Coppin State University, Frostburg State University, Salisbury University, University of Baltimore, and University of Maryland Eastern Shore have made significant progress in developing their collaboration program. They have fully committed to operating with consistent and uniform administrative processes and five of the six have committed to implementing one ERP system for finance and HR in which they would all operate. UMES has committed to staying in UMCP's ERP environment. The four to five-year implementation of this new operating model is scheduled to begin in FY 2022.

USM COLLABORATION - LONG TERM PLANS

- *UMGC/UMBC Learning Analytics* – UMBC and UMGC are partnering with the USM Office on improvements to UMGC's learning analytics platform. When complete, the enhancements could be implemented by all institutions to improve intelligence related to student enrollment and retention factors and develop new programs relative to the student experience. Similarly, efforts are underway to develop additive credentials that address known gaps identified by regional industry who are significant consumers of USM graduates in their workforce.

The comprehensive Long-term Plan for Collaboration on Business Process and System Modernization is provided as an attachment.

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

FISCAL IMPACT: This item is presented for information purposes

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

COMMITTEE RECOMMENDATION: DATE:

BOARD ACTION: DATE:

SUBMITTED BY: Ellen Herbst (301) 445-1923

UNIVERSITY SYSTEM of MARYLAND

Board of Regents

**Long-term Plan
For Collaboration On
Business Process and System Modernization**

December 2020

**Office of Information Technology
University System of Maryland Office**

Executive Summary

In June 2019, the University System of Maryland (USM) Board of Regents (BOR) instituted a [Statement of Values and Expectations on Collaboration and Cooperative Efforts](#) and since then, all USM institutions have stepped up efforts on existing and new initiatives to answer the call to action. This long-term plan provides a backdrop of major USM efforts, planned and underway, that include all of its diverse set of institutions, which together are a microcosm of higher education in the US. Many of the initiatives documented are related to Enterprise Resource Planning (ERP) system modernization, which includes enterprise finance/HR and student information systems. During the course of the next five to ten years as these efforts come to fruition, the USM will have evolved to a system of people, process, technology and data that is a model for effectiveness and efficiency to be emulated across higher education during an intense period of recovery and beyond.

As detailed in the plan, examples of the initiatives underway include:

- *UMCP/UMB Strategic Partnership* – Both institutions continue to partner on administrative system collaboration with significant impact made in the area of Research Administration. Both institutions are also in the process of upgrading their core ERP systems. Discussions are underway on how best to standardize the data from these systems and administrative process best practices.
- *Consortium of Six* – This consortium of Bowie State University, Coppin State University, Frostburg State University, Salisbury University, University of Baltimore, and University of Maryland Eastern Shore have made significant progress in developing their collaboration program. They have fully committed to operating with consistent and uniform administrative processes and five of the six have committed to implementing one ERP system for finance and HR in which they would all operate. UMES has committed to staying in UMCP's ERP environment. The four to five-year implementation of this new operating model is scheduled to begin in FY 2022.
- *UMGC/UMBC Learning Analytics* – UMBC and UMGC are partnering with the USM Office on improvements to UMGC's learning analytics platform. When complete, the enhancements could be implemented by all institutions to improve intelligence related to student enrollment and retention factors and develop new programs relative to the student experience. Similarly, efforts are underway to develop additive credentials that address known gaps identified by regional industry who are significant consumers of USM graduates in their workforce.

These are only a few examples of large and small collaborative initiatives going on across the USM. These efforts often arise out of and are supported by a strong network of affinity groups including various groups in the areas of finance, HR and information technology as well as academic and student affairs leaders and teaching and learning modernization specialists. Many of these groups meet at least monthly and most with USM Office support and facilitation. These are great proving grounds for ideas turning into broad initiatives and have resulted in several of the major programs listed in this report.

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As noted in this plan, investments of staff time and capital in these efforts are not trivial. Many of our institutions have been preparing for such investments for several years and while budget cuts resulting from COVID are significant, the vendor community is also reacting to the current climate by offering significant cost savings on their products, which make this an opportune time to continue to invest in operational improvements. Similarly, the complexity of multi-institutional collaboration invariably extends the timeline for completion as the needs of many are being consolidated into one system and set of processes. Fortunately, these large-scale initiatives also benefit from greater collaboration because more vested interest from diverse stakeholders, increases the motivation to achieve success without time or cost overrun, while reducing the risk of failure given the broad base of support, accountability and project expertise. All of these factors will allow emergence from an unprecedented downturn and position our institutions with a new set of processes and technology, invested in at the most opportune moment from a market perspective.

This plan is a summary of these and other initiatives demonstrating commitment to "system-ness" and comprehensive adherence to the BOR Statement of Values and Expectations. Our plan for the coming year is to develop reporting resources to show updates on status of collaborative initiatives by May 2021 and make that available for the Board of Regents and USM stakeholders to review when they wish.

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Background

In June 2019, the BOR unanimously approved a Statement of Values and Expectations on Collaboration and Cooperative Efforts wherein USM institutions are expected to *pursue opportunities to cooperate, collaborate, and establish common solutions to business process needs*. Although collaborative activity was happening prior to this, it was in a somewhat ad hoc fashion. Since the Statement was approved, the USM Office and institutions have been working closely to develop ongoing and new projects to achieve more systemic collaboration.

As prescribed by the Statement of Values and Expectations, each institution provided an update on collaborative activities and other major institutional priorities in December 2019. The intent of the 2019 update was to provide a backdrop for the BOR on major initiatives including large institution-specific efforts (e.g. enrollment enhancement efforts, student experience initiatives, ERP system upgrades, etc.) as well as collaborative activities being undertaken with other USM institutions. That update report is attached as an appendix. At that time, approximately one year ago, a major theme was increasing enrollment and developing programs individually and as a system, which would better position institutions for an expected enrollment "cliff" in 2025. The pandemic, which disrupted the USM and the world, exacerbated the need to address anticipated future enrollment challenges sooner and completely changing the educational delivery method for most USM universities.

A few of the initiatives that were scheduled to kick-off or complete implementation this year were delayed due to unforeseen resource constraints largely related to personnel time and availability in the pandemic response. These include Towson University Financial System go-live, University of Maryland, Baltimore HR System Initiation and University of Maryland, College Park ERP selection.

Originally in May 2020, the BOR Statement of Values and Expectations also required each institution to articulate their long-term plans for collaborative process improvement and major system modernization. Due to the unprecedented response required for COVID-19 in Spring 2020, the BOR approved an extension of the timeline for submission of the institutional long-term plans to December 2020.

The BOR Statement of Values and Expectations is a strategic iteration of the USM's Effectiveness and Efficiency (E&E) efforts, which has yielded measurable resource savings for institutions for more than fifteen years. With millions in cost savings demonstrated through E&E and the Board's commitment to "system-ness," the call for collaboration provides the opportunity to create innovative new programs and also build on long-standing programs like Maryland Enterprise Education Consortium (MEEC) and Maryland Research and Education Network (MDREN) as well as strong affinity groups that have been integral to the USM's response to the COVID pandemic and other key business decisions prior to that. These and other pre-existing programs and initiatives, provide synergy for USM institutions to build on the foundation of working together and create myriad new opportunities for responding to current and future challenges faced by Higher Education.

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Major Collaborative Initiatives Underway

Consortium of 6

A consortium of institutions (Bowie, Coppin, Frostburg, Salisbury, UB, and UMES) have been developing a long-term program for collaboration that is consistent with the letter and spirit of the Board's Statement. When completed, the program will yield myriad positive outcomes, chief among them being **cost savings and consolidation of technology platforms, human resource attrition risk mitigation and a strong foundation to collectively explore other areas beyond the scope of this initial program** (e.g., academic programming, enrollment initiatives, administrative service delivery).   Collaboration is expected to reduce implementation risks for institutions without the capacity to fully deploy staff to the implementation effort, and the use of information technology in a similar fashion enables standardization of business practices, a requirement for potential collaboration in service delivery in the future. The consortium is also closely monitoring the implementations of UMCP and Towson, who both continue to pursue collaboration and discuss how the use of their deeper resource reserves can provide functional and technical services to the consortium. Closely partnering with one or both could provide additional implementation cost savings and opportunities for the USM as a whole to consolidate process and technology.

The institutions currently working together have agreed upon a multi-phase timed approach that enables individual institutions to have current input in how new systems are selected and adopted and time the implementation to best suit the institution's needs and ability. At a minimum, in Phase 1 the Consortium institutions have committed to standardize processes in all feasible areas primarily in finance and HR and collectively implement one single Finance and HR system, whereas today each built and operates their own system. Pending the outcome of feasibility analyses, future phases would include a collaborative Student Information System implementation and evaluating more collaborative operating models. This program has been facilitated with project management and financial help from the USM Office.

Roadmap

Current or Future USM Collaboration Initiative	CY 2020				CY 2021				CY 2022				CY 2023			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Consortium of 5-6 Phase 1																
Program Management Team Hired	■															
Readiness Assessment Complete	■															
Governance Designed and Operational	■	■														
Detailed Finance/HR Process Analysis		■	■													
Change Management Framework Developed		■	■	■												
Finance/HR Technology Selection			■	■												
Finance/HR Implementation Parter Selection			■	■												
Process Design and Consolidation				■	■	■	■									
HR System Implementation					■	■	■	■								
Finance System Implementation								■	■	■	■					
Phase 2 - Student System Planning					■	■	■									

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Strategic Partnership Act

Under the Strategic Partnership Act, many collaborative activities between University of Maryland, Baltimore and University of Maryland, College Park continue to progress. Examples include:

Strategic Sourcing and Vendor Contracts: UMCP and UMB procurement departments continue to pursue cost saving alignment of contracts for goods common among both. A specific example of this is a combined copier contract, which should yield significant savings and efficiency in purchase and maintenance of photocopy hardware.

Human Resources Initiatives: UMB is evaluating UMCP's background check system to determine if a joint implementation is feasible. Both institutions are collaborating on joint learning and talent development programs. These include co-creating and sharing staff training content across the institutions and sharing trainer resources. Also, both are using a shared learning management tool currently with commercial content available to both.

Research Administration: UMCP/UMB jointly hired a shared data architect to help develop a common research administration reporting system to facilitate joint UMCP/UMB research reporting to National Science Foundation. This supports their partnership in reporting as one research entity, which enhances grant funding pipeline in the future.

USM Data Privacy Act Implementation

In the 2020 session, the Maryland State Legislature passed the Maryland public higher education privacy law, which helps to protect the private information of our community members, gives our community members greater access to and control over the information we hold about them, and helps our institutions to stay at the forefront of global privacy trends. A team of legal, IT security and compliance staff from across the USM co-wrote the bill and are in the early stages of a four-year implementation. UMBC staff, who contributed heavily to crafting the legislation, have offered to take a lead role along with the USM Office in coordinating this critical effort. This mandate is one that will benefit greatly from a coordinated and collaborative implementation so a program that is consistent across each institution is built to protect individuals' right to data privacy in a time when new threats emerge constantly.

Current or Future USM Collaboration Initiative	CY 2020				CY 2021				CY 2022				CY 2023				CY 2024			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
USM Data Privacy Act																				
Legislation Enacted	▓																			
Project Planning and Alignment	▓	▓	▓																	
Assignment of Institution Data Privacy Officers				▓																
Assemble Privacy Bill Working Grou and DPOs				▓																
Formal Project Kick-off					▓															
Document Requirements					▓	▓														
Create Frameworks for Campus Compliance							▓	▓												
Collaborative Campus Implementations							▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	

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Towson University Administrative Systems Modernization

Towson University (TU) is in the early stages of its enterprise system modernization. TU was one of 9 USM institutions who implemented Peoplesoft ERP approximately 20 years ago and emerged as a service provider to all other comprehensive institutions by being a payroll data aggregator prior to transmittal to the State. This relationship has created synergy between Towson and the Consortium of 6 as they have maintained this and other collaborations for many years. Likewise, because Towson has chosen the same Finance and HR ERP technology platform as UMB, Towson is benefitting from UMB's lessons learned from their Finance system implementation and the same benefit will apply on Towson's HR system implementation.

Current or Future USM Collaboration Initiative	CY 2020				CY 2021				CY 2022				CY 2023			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Towson Administrative System Modernization																
Implementation Partner Onboarded	▓															
Project Planning and Alignment	▓															
Formal Project Kick-off		▓														
Detailed Chart of Accounts Redesign			▓	▓												
Change Management Framework Developed	▓	▓	▓	▓												
Budget Planning System Implementation				▓	▓	▓										
Finance System Implementation			▓	▓	▓	▓	▓	▓								
HR Planning and Impl. Partner Selection						▓	▓	▓								
HR System Kick-off								▓								
HR System Implementation Timeline										TBD						

University of Maryland, College Park Enterprise Systems and Process Modernization

UMCP is in the final stages of the procurement of their cloud-based ERP. As is currently the case, UMCP will continue to be the service provider of ERP technology to UMES, UMCES and the System Office. This has been a long-standing and beneficial collaboration to provide administrative technology and process support. As noted earlier, the Consortium of 6 institutions also continue to pursue opportunities and offers from UMCP to partner on technology and process consolidation. Independent of the technology being implemented, collaboration on core ERP framework design such as chart of accounts and base HR data that can be standardized, is being coordinated across each institution in the process of implementing modern ERP systems.

Current or Future USM Collaboration Initiative	CY 2020				CY 2021				CY 2022				CY 2023				CY 2024				CY 2025				CY 2026			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
UMCP Process/ERP Tech Modernization																												
Technology Vendor Selected	▓																											
Implementation Partner Selected	▓	▓																										
Project Planning and Alignment	▓	▓																										
Formal Project Kick-off				▓																								
Detailed Chart of Accounts Redesign				▓	▓																							
Change Management Framework Developed	▓	▓	▓	▓	▓																							
Finance System Implementation				▓	▓	▓	▓	▓	▓	▓	▓																	
HR System Implementation				▓	▓	▓	▓	▓	▓	▓	▓																	
Student Information System Implementation													▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓			

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Collaborative Initiatives in Early Discussion: Major initiatives in early planning with timeline and budget still under development

Constituent Relationship Management
Several USM institutions—TU, UB, FSU, UMCP, UMBC—have standardized on a common platform for constituent relationship management. This technology is commonly used in higher education for developing communication campaigns with students from pre-admission through post matriculation alumni relations. Individual profiles are created and maintained for prospective, current and matriculated students, which allow a comprehensive record to organize individual or group-based communications and some core academic service offerings. Examples include:

Admissions – Prospective students are engaged through concerted communication campaigns and institutional marketing information.

Enrollment Management – As students are admitted, unified communications and tools relative to enrollment processes are provided. This provides a coordinated set of information and activities for enrollees like financial aid, billing, academic comms, etc.

Advising – Tracking student advising records in one system allows convenient scheduling and advisor records to aid in retention and ensure that students are getting a common support experience and provide input for longitudinal institutional research efforts.

Alumni Relations – Alumni records can be stored in a common database to provide development officers critical information to be able construct individual and mass communication on donation campaigns.

Faculty/Staff Engagement – In addition to students, these systems can be used on communication campaigns and services such as for HR open enrollment, etc.

Strategic Sourcing Enhancements
The USM has implemented several successful programs over the years to leverage collective buying power. MEEC is a prominent example of this, saving institutions tens of millions of dollars annually negotiating educational pricing for USM and other member institutions. Likewise, the pre-negotiated contracts offered by MEEC yield countless hours of staff time savings by leveraging terms and conditions that are pre-set and adhere to USM Procurement Policy. MDREN is another major contributor in this area as they provide all USM institutions a robust network between which all institutions communicate. Through its membership model, MDREN provides high-speed access at significantly reduced cost than third-party providers and has now begun to offer other value-added services to its members relative to campus network security and access. In addition, the USM Office has successfully negotiated several contracts for selected groupings of willing institutions for IT Security hardware and maintenance, multi-factor authentication tools and an industry leading security training platform. These contracts have not only saved hundreds of thousands of dollars, they have also helped bring standardization to USM's IT landscape, which creates opportunities for sharing of expertise and support resources.

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Building on the concept of standardization and leveraged buying, the USM Office is working with CIOs to create a technology architecture baseline and develop a program to leverage all of the aforementioned initiatives into a systemic strategic sourcing initiative. The goal is to measurably reduce the time spent on one-off purchases of goods and services and increase the opportunity for savings as we begin to emerge from a period of significant financial pressure. Similarly, the greater the standardization of technology, the more opportunity for communities of practice to develop and support each other across the system in various technology disciplines (e.g. network security, adaptive courseware, data warehousing, etc.)

Student Experience and Enrollment Related Activities
To help keep enrollment at expected levels and try to maximize the value of education for all students, USM institutions are collaborating on various initiatives. Notable examples include:

> *Learning Analytics* – UMBC and UMGC are collaborating on improvements to USM's learning analytics platform known as HelioCampus. Frostburg State has also adopted Helio for its analytics platform and several other institutions are considering adoption. Improvements being made will enhance data reported and analyzed related to student activities to improve teaching and learning outcomes.
> *ARTSYS –* The USM Office has been coordinating with all USM institutions and the state's other higher education stakeholders to determine the best strategy for enhancing Maryland's Articulation System (ARTSYS), which supports students engaging in Maryland's robust transfer programs. At its core ARTSYS provides information to potential transfer students regarding how courses taken at their current institution will be recorded at another institution. The new ARTSYS will be a cloud-based system, which will integrate directly with all institutions' student information systems, which will eliminate redundancy and data translation efforts, which are intensive in the current ARTSYS. Likewise, end users will be able to create a profile in the new ARTSYS, which allows them to save their transcript information and more easily do multi-institution searches for articulation data. This is a major functionality improvement that improves the transfer student experience.
> *USM OnTrack –* With funding from UMGC's Cares Act allocation, the USM Office is developing programs geared to faculty at all USM institutions adapting to new learning outcomes expectations and also enhancing the ability to deliver instruction in a changing educational environment. While some of these initiatives are direct responses to the limitations brought about by the pandemic, traditional higher education is facing new disruptive competition forcing more agile adaptation to learners' changing demographic profile and needs.
> *Micro-credentialing* – Several USM institutions are collaborating with the USM Office to develop additive credentials for students, which increase their marketability upon graduation. Bowie State, Frostburg State, Towson, UMES, UMGC and UMBC are all collaborating with Greater Washington Partnership's Capital CoLAB, which is a partnership of academia and regional business representation to develop micro-curricula and credentials that show evidence that recent graduates from participating institutions have proficiency or skills identified as critical by regional industry.

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Budget Estimates for Stated Initiatives

Following is a high-level estimate of cost over the duration of the implementation for the major collaborative initiatives described earlier. Similarly, the impact on institution staff time and resources is estimated in the chart below. Projects highlighted in gray are based on best information available, as detailed project planning has yet to produce a more precise estimate.

Major Project Name	Duration (Yrs)	Estimated Cost	Staffing Impact
Consortium of 6	7-8	$$$	👤👤👤
Strategic Partnership Act	4-5	$$	👤👤
USM Data Privacy Act	4	$$	👤👤
Towson System Modernization	4	$$$	👤👤👤
UMCP System Modernization	6	$$$$	👤👤👤
Constituent Relationship Mgmt	2-3	$$	👤👤
Strategic Sourcing	1-2	$	👤
Student Experience Initiatives	4-5	$$	👤👤

Estimated Cost		Staffing Impact	
$	< $10	👤	Minimal Impact on Staff Time
$$	$10M-$50M	👤👤	Significant Impact to Multiple Units Time
$$$	$50M-$100M	👤👤👤	Campus-wide Impact on Staff Time
$$$$	>$100M		

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Assumptions

Following are assumptions that if held true, will help enable delivery of these collaborative projects on-time and on-budget while achieving their stated goals:

- All institutions remain committed to pursuing enhanced "system-ness" where benefits can be achieved equally in fulfilling their individual mission and that of the USM.
- Current and future funding sources for collaborative initiatives remain stable
- Projects will deploy effective change management programs to keep stakeholders engaged and informed
- Individual institutions' priorities will not significantly change due to internal or external forces
- Collaborative efforts support the overall mission and effective/efficient operation of each institution

Risks

Following are major risks that if realized, could jeopardize the successful completion of the project:

- **Funding** – With financial retrenchment happening as a result of the economic impact of COVID-19, funding for these and other significant initiatives may force some projects to be delayed or slow their implementation velocity.
- **Staff** – Projects with the magnitude of those in this plan require significant investment in staff time to accomplish successfully. In general staff have been taxed in unprecedented fashion in responding to the pandemic. Where feasible, projects have built in extra budget for staff augmentation so existing resources required can devote extra time to these strategic initiatives while having minimal impact on day-to-day operations. One other current risk related to staff is the need to physical distance. Having to begin or continue projects of this magnitude are challenging even when project members are all co-located and the communications challenges are magnified when project stakeholders are dispersed and have to interact over tele- or video-conference.
- **Change Management** – The level of operational and technology change associated with these efforts can have significant impact on staff morale and trust. In order for project stakeholders to feel invested and heard, robust change management programs must be implemented.
- **Changing priorities** – Uncertainty and disruption in traditional Higher Education were brought into sharp focus when the pandemic impacted operations in March 2020. As we emerge from this period, priorities for recovery and re-baselining may adversely impact other initiatives, planned and underway.

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Conclusion

As highlighted in this report, there has been substantial and substantive investment of time and resources into collaborative efforts in support of the Board's Statement of Values and Expectations. Institutions are progressively defining value in collaborating and there are many impactful examples at large scale, illustrative of this synergy. At a tactical level, USM affinity networks (e.g. technical, financial, HR, academic affairs staffs, etc.) have evolved, particularly in response to the COVID-19 pandemic, and continue to meet regularly to resolve issues and support collective decision making. This closer collaboration has further strengthened the foundation for success of these large-scale strategic initiatives.

As these and other collaborative efforts complete over the course of the next 5-10 years, measurable success and outcomes will be achieved. This will only serve to further bring the USM closer to "system-ness" as the *next* round of collaborative endeavors will capitalize on the successes and relationships built from the current projects. Similarly, myriad other functional areas will be identified for building a collective approach as the success of the current initiatives is reported.

APPENDIX

University System of Maryland
Update on Institutional Collaboration Planning Efforts
<mark>November 22, 2019</mark>

Introduction

At its June 12, 2019 meeting, the BOR unanimously approved a Statement of Values and Expectations on Collaboration and Cooperative Efforts wherein USM institutions are expected to *pursue opportunities to cooperate, collaborate, and establish common solutions to business process needs*. As required by the Statement of Values and Expectations, each institution provided an update on collaboration planning activities to the USM Office. Specifically, institutions were asked to provide information in three areas:

1. Top priorities and initiatives that may or may not support pursuing collaboration efforts
2. Plans for achieving current top priorities and initiatives
3. Collaboration planning status

The following is a high-level summary of all responses.

Overview of current priorities

All USM campuses are engaged in many significant activities to address priorities relative to areas including strategic goals, risk mitigation and academic and operational excellence. Many campuses cited similar priorities relative to increasing enrollment, improving processes and technology particularly around budget planning and student experience, and funding/managing growth in new facilities to support enhanced programs. Many of the individual campus priorities provide areas for new exploration into ways in which institutions could partner either in small groups or systemwide. Several partnerships are already in process.

Collaborative partnerships in process

Partnerships and collaborations of note:
- <u>University of Maryland College Park and Baltimore</u> under the auspice of the MPower Strategic Partnership Act, developed a strategic plan for consolidating process, technology and data for many administrative functions. To date, technology collaboration has occurred which allows administrators and researchers at both institutions to log in with their home university credentials through one portal to access the shared Kuali Research Pre-Award System. UMCP and UMB share the same instance of this grants management system, which went live in 2018. Also, both institutions are pursuing leveraged contracts for systems needed by both including buying and implementing the same job market pricing comparison tool for the hiring function. In process are leveraged contracts for multifunction copiers/printers and potentially joint HR ERP contracting.

November 22, 2019

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- A Consortium of 6 USM institutions has been developing over the course of several years and has begun to formalize. Leaders from Frostburg State, Bowie State, University of Baltimore, Coppin State, Salisbury and UM Eastern Shore have been meeting several times monthly, often facilitated by USM Office leadership, since June. Discussions have revolved around developing expectations for the partnership, breadth and depth of scope, governance and proper resourcing and timing for moving forward individually and collectively. Towson University has led discussions on key business process frameworks and standards based best practices. They have offered to establish a governance structure to facilitate information sharing and collaboration between participating USM institutions including sharing of interfaces, Chart of Accounts structure, integrations and conversions developed throughout the project. A team of three dedicated project resources will be procured to by the USM Office and will continue to evolve the program. Also, a readiness assessment and roadmap engagement will soon begin to identify how each institution is aligned and what steps need to be taken by each and collectively to achieve desired outcomes of shared process, data and technology.

- BPower - University of Baltimore and Coppin State University, along with BCCC, have created the B-Power initiative to enable Baltimore City K-12 students to more easily pursue higher education. Both UB and Coppin have college readiness and dual enrollment programs in place to prepare Baltimore City youth to continue their education after high school. This Baltimore educational partnership is creating a pipeline of leaders to help further enhance the city's current culture and is evolving into a workforce development model for other urban areas to emulate.

Expected Outcomes for USM Collaboration Efforts

In an effort to help define a vision for what the Board of Regents intends by issuing the Statement of Values and Expectations, a set of high-level expected outcomes were identified by USM leadership. Below are those expected outcomes and the remainder of the summary report which discusses collaboration efforts at each institution through that lens.

<u>Expected Outcomes for USM Collaboration Efforts:</u>

Present-2020
- Each institution clearly positioned on a lifecycle roadmap
- Institutions aligned on plans for technology and process collaboration
- Governance structure working and roles clearly defined

2021-2022
- Data needs and models converged on USM standards
- Clusters of schools have developed common processes

November 22, 2019

2023-2028
- 3-4 shared instances of ERP (Finance, HR) technology system-wide
- Agreement on collaborative Student Information System strategy
- Comprehensive data available to answer emergent and strategic needs
- Shared services are in place
- Technology and data available anywhere on any device
  - Underlying infrastructure in place (e.g. network, security, identity management, etc.)

Progress on short term (Present – 2020) expected outcomes

A continual cycle of improvement and collaboration has been developed and will be the basis for development of campus collaboration planning and roadmap reports due in May to the Board of Regents. The USM Office is also developing governance models for discussion across the USM, to develop decision making bodies to direct collaboration efforts long term.

University	Summary of Collaboration Planning Efforts (as of December 2019)
Bowie State Coppin State Frostburg State Salisbury University of Baltimore UM Eastern Shore	- Campuses all part of Consortium of 6 - Currently engaged in planning and readiness assessment collectively - Collaboratively defining governance structure and process - UMES involved in UMCP's ERP selection process as they are currently supported by UMCP's ERP systems and are evaluating this relationship as a continued option
Towson	- Recently selected cloud HR and Finance ERP solution and implementation partner - Negotiated a new Oracle contract that improves on UMB pricing with an additional 10% discount and ensured availability to all other USM institutions - Implementation underway in early 2020 - Partnering with UMB on lessons learned in implementing the same ERP tool - Worked with Consortium of 6 to evaluate opportunities for being service provider more broadly. No clear option emerged.
UM Baltimore	- Under SB1052, several initiatives complete or under-way with UMCP related to administrative processes and tools - Cloud financial ERP implemented on October 2, 2019 - Sharing lessons learned with Towson - UMB will incorporate the Oracle Human Capital Management (HR) application into the existing UMB Oracle platform for achieving the most cost-effective, optimal integration solution with the new Quantum (Oracle) financial system. - Selection process for HR ERP underway. Involved with UMCP

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	in their selection process for HR ERP
UMBC	- Plan to remain with current on-premise ERP technology - Investing resources in other campus priorities
UM College Park	- Under SB1052, several initiatives complete or under-way with UMCP related to administrative processes and tools - Currently evaluating cloud ERP vendors for HR and Student Systems. Plan to continue to support UMES, UMCES and USM - Have offered participation in their procurement to greater USM
UMCES	- UMCES continues to successfully partner with the other UM's on various initiatives, which they plan on continuing as is
UM Global Campus	- Fully implemented cloud HR and Financial ERP Systems through AccelerEd - Recently selected new cloud Student Information System Implementation underway
USM Office	- Coordinating planning and assessment efforts with Consortium of 6 - Developing governance frameworks with Consortium and greater USM - Absorbing cost of providing consulting assistance to Consortium of 6 - Monthly hosting various constituent group collaboration discussions for CIOs, VP's, IT security leads and campus project managers

Progress on mid-term (2021 – 2022) expected outcomes

As institutions continue to migrate to cloud based ERP and other modern technology systems, an opportunity for converged data models emerges. This will provide improved consistency in data sharing between designated stakeholders and facilitate enhanced analytics and data-driven decision making. Likewise, as institutions begin to decide on modernizing technology, process improvement and convergence opportunities also increase.

University	Summary of Collaboration Planning Efforts (as of December 2019)
Bowie State Coppin State Frostburg State Salisbury University of Baltimore UM Eastern Shore	- As part of Consortium of 6 readiness assessment, business processes will be evaluated and a roadmap to converge will be created - Each campus undergoing business process evaluation in various areas, which will inform the Consortium assessment - Working with USM Office on various data consolidation initiatives (e.g. common chart of accounts, HR data, etc.)
Towson	- Implementation of Budget and Planning and Financials Cloud

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	will be completed for FY22 go-live - Engaged in process evaluation and redesign in preparation for implementing new HR and Payroll Cloud product - Continues to lead in a shared service of aggregating payroll data from all Comprehensives and forwarding to State of MD Central Payroll Bureau
UM Baltimore	- With UMCP, developed common processes and standardized on same technology for grant management (Kuali) - Working with UMCP to find areas of commonality in both data and process, across administrative functions with several areas identified (e.g. travel administration, HR onboarding, IT functions, etc.) and are in discussion on how to converge - Underwent internal process improvement for finance function with move to cloud Financial ERP - Undergoing internal process improvement for Human Resources functions with move to cloud to HR ERP.
UMBC	- Purchased and implemented eProcurement System and extended contract and pricing to all USM - Currently undergoing internal campus-wide student facing process and data enhancements - Expanding internal shared services efforts providing administrative support
UM College Park	- With UMB, developed common processes and standardized on same technology for grant management (Kuali) - Working with UMB to find areas of commonality in both data and process, across administrative functions with several areas identified (e.g. travel administration, HR onboarding, IT functions, etc.) and are in discussion on how to converge
UMCES	- UMCES has been participating in the UMCP ERP evaluation process and intends to continue to have UMCP be their service provider for HR and Financial systems.
UM Global Campus	- Working with several campuses to implement HelioCampus, a higher-ed specific data analytics platform and service offering - HelioCampus helps normalize and coalesce various campus data sources into a format and toolset that allows campuses to make more informed decisions
USM Office	- USM Institutional Research and IT continue to build common data structures for ingesting campus data to create institutional profile data and for mandatory reporting - USM Office is providing the Consortium of 6, funding to perform a process readiness assessment for moving to cloud ERP as well as adjunct staff to lead process improvement efforts

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Progress on long-term (2023 – 2028) expected outcomes

While some institutions have begun or even completed modernization to cloud ERP technology, several are still in process or planning for migration after other priorities are addressed. While 3-4 instances of ERP technology are possible in the foreseeable future, it is more likely that a 10-15 year window is more likely for consolidation to one instance of ERP technology that services all 12 institutions. With the first-round, migration will still bring consolidated data modeling and ability for campuses and clusters to do more with analytics and data-driven decision making. It should be noted that cloud-based ERP systems do not allow the same flexibility to customize the system to the current process. As processes converge around best practice as defined by cloud ERP technology, opportunities for efficiency through shared services become more prevalent. Likewise, cloud ERP and integrated technology are built from the beginning, with ubiquitous access by all digital devices in mind. This provides opportunities for faculty, staff and students to do their work anywhere they are.

University	Summary of Collaboration Planning Efforts (as of December 2019)
Bowie State Coppin State Frostburg State Salisbury UM Eastern Shore University of Baltimore	- As part of the Consortium of 6, the intent is to pursue one shared instance of cloud ERP systems (HR, Finance and possibly Student) among all 6 - Cloud ERP and integrated technologies are built to provide support for access to systems and data from traditional computing and mobile devices through any browser - Sharing one instance of the ERP technology and common processes will provide the ability for any of the 6 campuses to fulfill administrative needs for each other as needed
Towson	- After completion of Financials implementation, will begin the HR Cloud implementation - Procured their Finance and HR cloud ERP using UMB's contract pricing - Continues to be a service center for aggregation payroll data to the Comprehensives - Discussions about expanding services to Consortium of 6 is ongoing
UM Baltimore	- With UMCP, developed common system login capability to access the Kuali Research Pre-Award System that is shared and used by both campuses - Implemented same Financial ERP that Towson plans to and sharing lessons learned in development. Potential for additional consolidation - Various administrative procedures and technology in the evaluation stage of converging with UMCP's procedures

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UMBC	- UMBC currently has not communicated plans to migrate to cloud ERP, collaborative data schema and processes - Various convergence options will be in place when they do - Developing internal shared service centers, the model for which could be promulgated across other USM institutions
UM College Park	- With UMB, developed common system login capability to access systems shared by both campuses - Potential to purchase and implement same cloud ERP vendor as UMB and Towson (Oracle for Financials and HR) - Aggregating payroll data and serving as procurement service lead for UMES, UMCES and the USM Office - Various administrative procedures and technology in the evaluation stage of converging with UMB's procedures
UMCES	- Continue to partner with UMs on various technology and associated systems as is currently the case
UM Global Campus	- AccelerEd and UMGC are in discussions with several USM schools to provide IT and process transformation services - HelioCampus desires to become the standard bearer for analytics across USM institutions
USM Office	- Funding an assessment that will show which processes or activities might best benefit from shared technology and services across the Consortium of 6 - Funding three consulting resources to help with project planning, assessment and change/communication management - Continuing to build and enhance USM-wide systems and services providing efficiency across the System (e.g. tuition remission, articulation system, charitable giving, campus data aggregation, common security services and leveraged contracting)

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UNIVERSITY SYSTEM *of* MARYLAND

TOPIC: Convening Closed Session

COMMITTEE: Finance

DATE OF COMMITTEE MEETING: December 2, 2020

SUMMARY: The Open Meetings Act permits public bodies to close their meetings to the public in special circumstances outlined in §3-305 of the Act and to carry out administrative functions exempted by §3-103 of the Act. The Board of Regents Finance Committee will now vote to reconvene in closed session. As required by law, the vote on the closing of the session will be recorded. A written statement of the reason(s) for closing the meeting, including a citation of the authority under §3-305 and a listing of the topics to be discussed, is available for public review.

It is possible that an issue could arise during a closed session that the Committee determines should be discussed in open session or added to the closed session agenda for discussion. In that event, the Committee would reconvene in open session to discuss the open session topic or to vote to reconvene in closed session to discuss the additional closed session topic.

ALTERNATIVE(S): No alternative is suggested.

FISCAL IMPACT: There is no fiscal impact.

CHANCELLOR'S RECOMMENDATION: The Chancellor recommends that the Board of Regents Committee on Finance vote to reconvene in closed session.

COMMITTEE RECOMMENDATION: DATE:

BOARD ACTION: DATE:

SUBMITTED BY: Ellen Herbst (301) 445-1923

CONVENING CLOSED SESSION

UNIVERSITY SYSTEM *of* MARYLAND

STATEMENT REGARDING CLOSING A MEETING
OF THE COMMITTEE ON FINANCE
OF THE USM BOARD OF REGENTS

Date: December 2, 2020

Time: 10:30 a.m.

Location: Video Conference

STATUTORY AUTHORITY TO CLOSE A SESSION

Md. Code, General Provisions Article §3-305(b):

(1)   To discuss:

    [ ]   (i)   The appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom it has jurisdiction; or

    [ ]   (ii)   Any other personnel matter that affects one or more specific individuals.

(2)   [ ]   To protect the privacy or reputation of individuals with respect to a matter that is not related to public business.

(3)   [x]   To consider the acquisition of real property for a public purpose and matters directly related thereto.

(4)   [ ]   To consider a preliminary matter that concerns the proposal for a business or industrial organization to locate, expand, or remain in the State.

(5)   [ ]   To consider the investment of public funds.

(6)   [ ]   To consider the marketing of public securities.

(7)   [ ]   To consult with counsel to obtain legal advice on a legal matter.

(8)   [ ]   To consult with staff, consultants, or other individuals about pending or potential litigation.

(9)   [ ]   To conduct collective bargaining negotiations or consider matters that relate to the negotiations.

CONVENING CLOSED SESSION

(10)   [ ]   To discuss public security, if the public body determines that public discussions would constitute a risk to the public or public security, including:

         (i)   the deployment of fire and police services and staff; and

         (ii)   the development and implementation of emergency plans.

(11)   [ ]   To prepare, administer or grade a scholastic, licensing, or qualifying examination.

(12)   [ ]   To conduct or discuss an investigative proceeding on actual or possible criminal conduct.

(13)   [x]   To comply with a specific constitutional, statutory, or judicially imposed requirement that prevents public disclosures about a particular proceeding or matter.

(14)   [x]   Before a contract is awarded or bids are opened, to discuss a matter directly related to a negotiation strategy or the contents of a bid or proposal, if public discussion or disclosure would adversely impact the ability of the public body to participate in the competitive bidding or proposal process.

(15)   [ ]   To discuss cybersecurity, if the public body determines that public discussion would constitute a risk to:
(i) security assessments or deployments relating to information resources technology;

(ii) network security information, including information that is:

         1. related to passwords, personal identification numbers, access codes, encryption, or other components of the security system of a governmental entity;

         2. collected, assembled, or maintained by or for a governmental entity to prevent, detect, or investigate criminal activity; or

         3. related to an assessment, made by or for a governmental entity or maintained by a governmental entity, of the vulnerability of a network to criminal activity; or

(iii) deployments or implementation of security personnel, critical infrastructure, or security devices.

Md. Code, General Provisions Article §3-103(a)(1)(i):

     [ ]   Administrative Matters

TOPICS TO BE DISCUSSED:
The acquisition of real property in Salisbury; the awarding of new contracts for janitorial services, and life and long-term disability insurance; and, the development of the proposed FY 2022 Operating Budget submission and potential adjustments to the submission.

REASON FOR CLOSING:
To maintain confidentiality of discussions of potential property acquisitions prior to BOR approval (§3-305(b)(3)); to maintain confidentiality of discussions of bid proposals prior to BOR approval and the awarding of the new contracts (§3-305(b)(14)); and to maintain the confidentiality (pursuant to executive privilege) of the proposed operating budget prior to the Governor's submission to legislature (§3-305(b)(13)).

CONVENING CLOSED SESSION