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The Context for “Effectiveness & Efficiency”

In 2003-2004, USM facing unprecedented challenges:

- Quality rising
 - 80 top 25 programs
- State Aid declining
 - \$120 million cut
- Enrollment surging
 - 30% growth projected anticipated
- Demands increasing
 - “Knowledge Economy”



Structure for “Effectiveness & Efficiency”

- Board goals
 - Optimize use of available resources
 - Protect quality
 - Expand capacity
- Board Workgroup
- Chancellor’s Council
- Faculty and Staff Councils



E & E Phase I

“Academic Action Items”

Action items developed to build capacity

- Faculty Workload
 - 10% increase in teaching loads across the USM
- Time to Degree
 - Degree programs limited to 120 credits
- On-line and out-of-classroom learning
 - 12 credits completed outside traditional classroom experience
- Enrollment management
 - Maximize utilization of “comprehensive” institutions



E & E Phase I

“Administrative Action Items”

Action items developed to reduce costs and fund quality

- Support and Administration:
 - Centralization of “shared services” such as Audit, Construction Management, Real Estate Development, and other functions
- Procurement
 - Leverage the USM’s buying power for “strategic sourcing” to drive down prices
- Enrollment Management Services
 - Streamline student services functions to eliminate unnecessary duplication
- Review Organizational Structure of Special Purpose Institutions



E&E Phase I Impact

- Systemic reengineering of administrative processes:
 - Cost-containment, cost-avoidance, strategic reallocation, and alternative-revenue generation
 - Mitigated tuition increases for '05 academic year
 - FLAT tuition for '06 academic year
 - \$40 million in cost savings directly attributable to Phase I E&E initiatives in FY '04 and FY '05
- Systemic reengineering of academic processes:
 - Accommodates 20 - 25 percent of projected enrollment growth over the next three years
- Legislative response and support



E & E Phase II Academic Initiatives

- Transforming the Academic Model
 - Condensed and Combined Degree Programs
 - Three-year intensive programs and combined bachelor's/master's degrees
 - On-Line Education Strategies
 - University of Maryland University College
 - World leader in online education with 144,000 enrollments
 - Drawing upon UMUC's online expertise to benefit the entire system
 - Design fast-track programming options by offering 4-6 week courses on-line during the fall and spring semesters



E & E Phase II Academic Initiatives

- Transforming the Academic Model (cont'd)
 - Course Redesign / Curriculum Transformation
 - Based upon the NCAT model, reduce cost structure for large enrollment courses while maintaining quality
 - Competency Test Assessment Program
 - Student learning outcomes assessment
 - Trimester
 - “Pilot” a trimester model that would permit optimal facility use and accommodate increased enrollment
 - Expand Regional Education Centers



E & E Phase II Academic Initiatives

- Enrollment Strategies
 - Applicant Referral System
 - Two-year/Four-year Dual Admission
 - Guaranteed Spring Admission/Fall Credit Alternatives
 - Early College Access
 - AP Common Minimum Standards
 - Articulated Partnership Agreements (H.S./University)
 - Renewed commitment to Need-Based Financial Aid



E & E Phase II

Administrative Initiatives

- Transforming the Administrative Model
 - Shared Services
 - Review transaction processing cycles (billing, collections, accounts payable, disbursements, management functions)
 - Financial Best Practices
 - E-billing
 - Procurement
 - Aggregate procurements
 - Develop procurement web site
 - Energy
 - Implement short and long term conservation measures and develop capacity for leveraging costs.



Overall E&E Summary

- Continuous system-wide reengineering
 - To accommodate rapid enrollment growth
 - To mitigate tuition increases and enhance financial aid (Especially need-based aid)
 - To protect and enhance quality
- Ensuring accountability through established, easily accessible “dashboard” indicators
 - Transparent data points on student learning and success (Time to degree, graduation rates, transfer rates, etc.)
- E&E Phases I and II enable USM to expand capacity, promote affordability and enhance quality
- Goodwill of elected officials