University of Maryland College Park
Administrative Modernization

Deans’ Forum

January 11, 2016
Agenda

• Updates
• Administrative Modernization Framework
• Prioritized projects
• Items for action
The Detailed Design and Plan stage will be a collaborative effort with leaders across the university.

<table>
<thead>
<tr>
<th>Jan to June 2015</th>
<th>FY 2015 +</th>
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<tbody>
<tr>
<td><strong>Analysis and Design</strong></td>
<td><strong>Detailed Design and Plan</strong></td>
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<tr>
<td>- Understand current state of operations and finances to develop catalog of identified issues</td>
<td>- Perform deeper dive to develop detailed project plans, and refine previous estimates for duration, start time, and cost/benefits</td>
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<tr>
<td>- Develop a set of recommendations to address the identified issues</td>
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<td>- Assess the requirements of implementing the recommendations by developing projects, costs/benefits, and further analysis of the current challenge</td>
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**Program and Change Management**
- Maintain open communication across work efforts and to the broader community of progress, unanticipated challenges, and next steps
- Monitor and maintain momentum and progress
Accomplishments to date

• President Loh announced this initiative at the State of the Campus

• The Administrative Modernization structure has been vetted/reviewed by the President, Provost, Vice Presidents, and Deans
  – Leadership and Oversight Team meetings are being scheduled for January and Spring Semester, 2016
  – Program Management team has been meeting regularly for 2 months
  – Project and Analysis team has started work

• Top prioritized projects have been selected and activity is underway on some

• Leadership team met with Deloitte advisors to be advised on principles of change management
Teams and their Relationships

Deans/Cabinet

2020 Commission

Executive Leadership

Leadership & Oversight Team

Program Management Team

University Senate

Recommends Team Members

Project & Analysis Team

Implementation Team:
- Budget Analysis
- Procurement
- Travel

Implementation Team:
- Fleet Management
- TBD
- TBD
## Leadership and Oversight Team

*Provide high-level oversight and guidance*

### Responsibilities

- Provide high-level oversight to project efforts
  - Prioritize projects gathered from various sources (e.g., 2020 Task Forces, online repository, Grant Thornton)
  - Approve metrics and expected outcomes that define success per project
- Approve funding/resources as needed
- Review and approve semi-annual communication to the University Senate and regular updates to Dr. Loh
- “Owning” the case for campus change - act as change champions and communicate the benefits of Administrative Modernization

### Members

- **Mary Ann Rankin** – Senior Vice President and Provost (chair)
- **Carlo Colella** – Vice President for Administration and Finance
- **Linda Clement** – Vice President for Student Affairs
- **Eric Denna** – Vice President for Information Technology
- **Michele Eastman** – Assistant President
- **David Cronrath** – Dean, Architecture
- **Brian Ullmann** – Associate Vice President Marketing and Communications
Program Management Team

*Provide leadership, set project direction, and resolve difficult issues*

<table>
<thead>
<tr>
<th>Responsibilities</th>
<th>Members</th>
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<tbody>
<tr>
<td>• Work with the Leadership Team to</td>
<td>• Cindi Hale – Associate Vice President for Personnel and Budget (co-chair)</td>
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<tr>
<td>• define project objectives, desired outcomes, team members, and internal/external resources</td>
<td>• Paul Dworkis – Associate Vice President for Finance and Chief Financial Officer (co-chair)</td>
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<td>• Prioritize tasks/projects as needed to ensure alignment with change management and the realities of UMD</td>
<td>• Betsy Beise – Associate Provost for Academic Programs</td>
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<tr>
<td>• Provide leadership to Project and Implementation Teams</td>
<td>• Warren Kelley – Assistant Vice President for Student Affairs</td>
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<td>• Review and accept key metrics for each project team</td>
<td>• Denise Clark-Associate Vice President for Research Administration</td>
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<td>• Recommend approvals for university policy changes</td>
<td>• David Cronrath – Dean, Architecture</td>
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<td>• Address and resolve issues</td>
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<td>• Assemble/approve documentation for Leadership and Oversight Team and stakeholder communications</td>
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<tr>
<td>• Evaluate resource requirements and provide recommendations to the Leadership and Oversight Team</td>
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Project and Analysis Team

*Manage day-to-day execution of projects*

**Responsibilities**

- Develop project plans, considering dependencies with other efforts, workload, team availability, change management principles, and project requirements
- Facilitate meetings with SMEs, consultants, department leads, etc. to obtain input, buy-in, and build awareness
- Perform project management activities (e.g., track tasks and status, identify and mitigate risks, and track metrics)
- Perform data analysis/business analysis, process mapping, and data-mining; develop project deliverables
- Develop recommendations for new and updated policies based on project outcomes
- Coordinate with University Communications as needed to craft communications
- Reports to Program Management Team for guidance and direction

**Members**

- **John Farley** – Assistant Vice President for Management Advisory Services (Chair)
- Michael Eismeier – Director of Information Technology
- Dan Symonds – Assistant Director of Academic Business Analyst
- Maribeth Ann Kibbey – Assistant Director of Academic Business Analyst
- Grant Thornton Consultants
- CLOC consultants
- David Cronrath – Dean, Architecture
Implementation Teams

*Develop and shape recommendations by providing data and insight into ‘how this will work at UMD’*

### Responsibilities

- Provide context to ensure deliverables include ‘the whole story’ based on different policies and culture within UMD
- Develop solutions and recommend rollout strategies that align to Administrative Modernization as a whole and are tailored to the different cultures within various colleges and departments
- Communicate the rationale for recommendations
- Implement project deliverables and where appropriate work with the University Senate for further analysis, approval and communication.
- Coordinate with University Communications as needed to craft communications
- Work with Project Management and Analysis teams to provide insights into the ‘how it works today’ and ‘how it could work best for UMD’ based on culture, history, and Administrative Modernization goals

### Members

- Subject matter experts
  - To be defined for each project
  - Broad representation across all divisions and levels
- Senate nominations
## Priority Projects

<table>
<thead>
<tr>
<th>Project</th>
<th>Phase Start</th>
<th>Project Owner</th>
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<tbody>
<tr>
<td>Budget Model</td>
<td>In process</td>
<td>Mary Ann Rankin</td>
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<tr>
<td>Fleet management</td>
<td>In process</td>
<td>Carlo Collela</td>
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<tr>
<td>Procurement Management</td>
<td>In process</td>
<td>Jim Haley</td>
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<tr>
<td>Fringe Benefits</td>
<td>In process</td>
<td>Cindi Hale</td>
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<tr>
<td>Travel Contracts</td>
<td>Initiating</td>
<td>Paul Dworkis</td>
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<tr>
<td>Capacity Management</td>
<td>Phase I &amp; II</td>
<td>Chuck Wilson</td>
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<tr>
<td>Academic Modeling</td>
<td>Phase II</td>
<td>Betsy Beise</td>
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<tr>
<td>Revenue and Pricing</td>
<td>Phase II</td>
<td>Mary Ann Rankin</td>
</tr>
<tr>
<td>Entrepreneurial Programs</td>
<td>Phase II</td>
<td>Mary Ann Rankin</td>
</tr>
<tr>
<td>Auxiliaries/Self Support</td>
<td>Phase II</td>
<td>Carlo Colella</td>
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<tr>
<td>Operating Model/Shared Services</td>
<td>Phase III</td>
<td>Mary Ann Rankin/ Wallace Loh</td>
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Items for action

• Campus announcement of the process
• Set up website for Administrative Modernization with feedback form/suggestion box
• Appoint implementation teams for the initial projects