

## **Business Process Advisory Group – October 8, 2010 – INSCC Room 110**

### **Attending:**

Abigail Fields, AUDIT

Bobbie Harris, COE

Carl Larson, FBS

Doug Kenner, UIT

Jane Scott, FBS

Jim Urry, UIT

Laura Marks COE

Margaret Tennant, USTAR

Marv Hawkins, UIT

Nola Lucke, FBS

Rebecca Baggett, FBS

Shari Zinik COS

Steve Allen, FBS

Vinod Pillai, AUDIT

Ann Marie Breznay, LIB

Bruce Neumann, Development Office

Dean Church, FBS

Gary Gledhill, FBS

Jessica Stokes, UIT

Kevon Balls, UIT

Liz Taylor, UGS

Marilyn Burton, SOM

Mary Weight, FBS

Pam Mollner AUDIT

Sandy Hughes, BUD

Spencer Stout, UIT

Todd Kapos, FBS

Wanda Penovich, SOM

### **Student/HR Upgrade**

The Student/HR Database is currently being upgraded. CIS is currently unavailable. The news of an upgrade was communicated to users through several methods. The consensus of the group was that there was adequate notification. A question was asked if it would look and function the same. There are minor changes made to “View Paycheck” and those changes were communicated to Payroll Reporters.

### **Non-Personal Services Account Descriptions**

Which account should be used when recording expense transactions? It is important to use the right account. A [web page](#) was shown which lists all the account numbers and a description of each. The page can be found under Chartfields in the FBS pagelet in CIS or by executing a search on the FBS web presence.

### **FBS WEB Presence Facelift**

The FBS Web Presence is undergoing a facelift this weekend. Audience based landing pages have been created on the Home page. Content is grouped by subject instead of organization. The Search functionality has been greatly improved. Printing will now only print the content and not the header, sidebar and footer from the page.

## **PAM (project Administration Management) Initiative**

Huron is conducting an assessment for the University on how Research dollars are spent here. They are interviewing business officers, holding focus group sessions and analyzing business practices. If you wish to participate, three focus group sessions are available:

Thursday, Oct. 14	1:00 – 2:00 pm	School of Medicine Deans Conference Room 1C108
Thursday, Oct. 21	1:00 – 2:00 pm	Park Building – Winder Board Room
Thursday, Oct. 28	1:00 – 2:00 pm	School of Medicine Deans Conference Room 1C108

Huron will give us recommendations by the end of the year. You can visit [Unite.com](http://Unite.com) website for more information. You will need to log in with your CIS credentials. More information is attached to the end of the minutes.

## **e-Journal Update**

Statistics were given on e-Journal progress:

- 250 people now have access to e-Journal.
- 2800+ Journal entries have been entered in to e-Journal.
- 30% of departments now have a designated departmental approver.

The group had a very favorable opinion of e-Journal and like the expediency of it. The e-Journal blog was demonstrated and everyone was encouraged to use it.

## **Open Discussion**

e-19's have been challenging for some. These attendees were encouraged to reach out directly to HR to get their concerns addressed.

*Next BPAG Meeting – November 12, 2010*

## **Project Administration and Management (PAM) Initiative at the University of Utah – September 2010 Update**

The University of Utah is currently reviewing the project accounting and management tools available to researchers, staff, and administrators with the hopes of making them more user-friendly. We have engaged [Huron Consulting Services](#) to assist in this review. Huron has extensive background in higher education administration and has helped numerous universities (including us in the past) update and improve their systems. They will be interviewing faculty, staff, and administrators during September and October, 2010, to help identify opportunities and methods for improvement. We anticipate the review to be completed in mid-January 2010, and recommendations by March 2010. It is anticipated that in FY11, we would begin the implementation of this program, with a phased rollout plan in FY11-12. More information will be placed on the PAM site as the project progresses.

To give your feedback on post award management, please complete the survey below. A faculty ‘town meeting’ will also be scheduled, where all faculty are welcome to attend, and to provide their feedback. Please watch the FYI newsletter for times and dates.

**Link for ongoing comments and suggestions:** <http://www.surveymonkey.com/s/V7LTQBV>

**Site for PAM Updates:** <https://www.unite.utah.edu/gm/folder-1.11.74206>

The PAM Steering Committee is:

Cynthia Furse	(chair) Associate Vice President for Research (cfurse@ece.utah.edu)
Cathy Anderson	Associate Dean, School of Medicine
Theresa Ashman	Controller
Rebecca Baggett	Senior Business Analyst, Financial Solutions
Kevon Balls	IT Coordinator, VP for Research Office
Paul Brinkman	Associate VP for Finance
Brent Brown	Director, OSP
Dean Church	Director, Financial Solutions
Larry Dew	Assistant VP, SR VP for Health Sciences
Stephen Hess	Chief Information Officer
Sandy Hughes	Director, Budget and Institutional Analysis Office
Michael Kay	Assistant Dean, Engineering
Mike Robinson	Computer Administrator, UIT
Joe Taylor	Director, Projects and Applications, UIT
Kevin Taylor	Director, Planning and Policy, UIT
Jeff West	Assoc VP Financial and Business Services



# Assessment of Research Administration Support Structure

**Project Kick-Off Meeting**  
**September 21, 2010**

Experience. **Redefined.**<sup>TM</sup>

# Meeting Objectives

- Meet the Huron team
- Review the project scope, approach, roles, and timeline
- Discuss next steps
- Answer your questions

# Introductions

The Huron team includes the following professionals to successfully complete the research assessment:

- **Joe Taylor**, Managing Director, will have overall responsibility for the project
- **Mary Beth Rudofski**, Director, will conduct the on-site work and will be responsible for day-to-day management of this engagement
- **Lauren Halloran**, Associate, will conduct the on-site work and assist with the day-to-day management of this engagement
- **Joy Walton**, Managing Director, will serve as quality assurance advisor for the team

# Project Overview

# Project Overview

## *Scope*

Huron will assess the centralized research administration support structure and identify opportunities to improve service to the faculty, mitigate compliance risk, improve administrative and financial management, and enhance operational performance.

Our assessment will include the following units:

- ***Office of Sponsored Projects (OSP)***
- ***Compliance Accounting and Reporting***
  - Grants & Contracts Accounting
  - Managerial Accounting and Analysis
- ***Human Resources***



# Project Overview

## Scope

The following processes are included in the scope of work:

- ***Award acceptance and project setup***
- ***Charging of expenses to sponsored projects, including salary distribution for research activity***
- ***Cost transfers***
- ***Invoicing***
- ***Accounts receivable management and letter of credit (LOC) draws***
- ***Sponsor-required financial reports***

# Project Overview

## Scope

The following processes are included in the scope of work (cont'd):

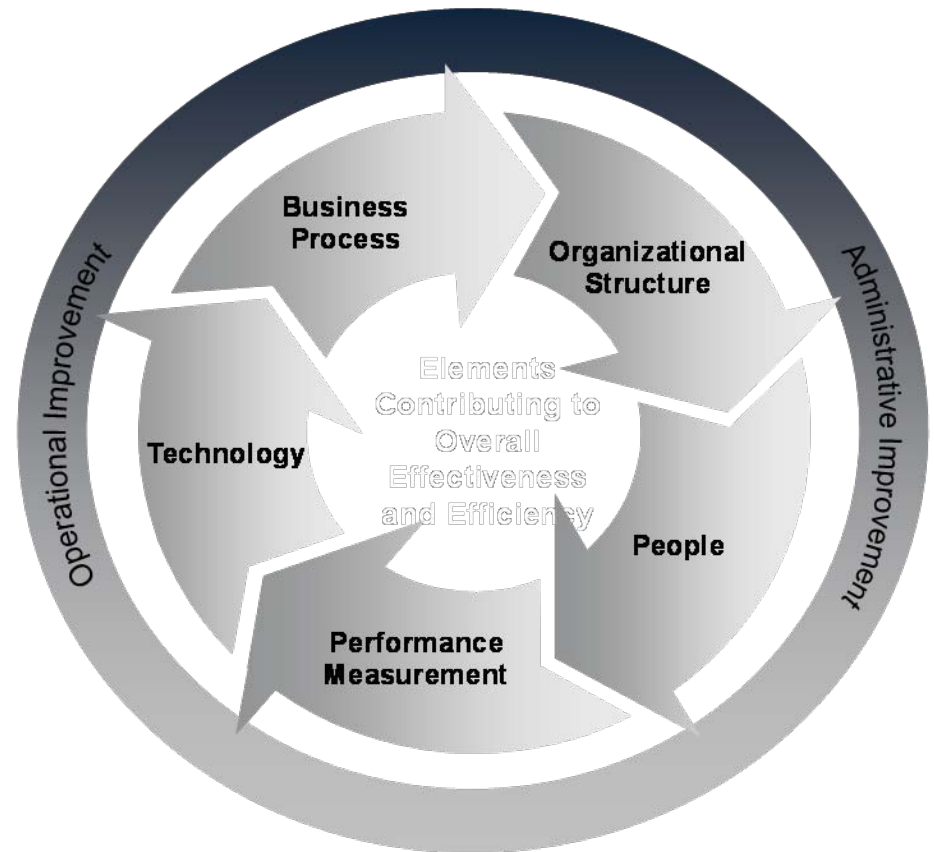
- ***Award close-out and final billing***
- ***Cost sharing***
- ***Subrecipient monitoring***
- ***Effort reporting***
- ***Human resource processes that impact grants management***
- ***PI Reporting (e.g. reports used to manage grants)***

# Project Overview

## Approach

Our review will focus on the five key elements of an effective organization:

- 1. Organizational Structure:** What organization structure and leadership positions are needed to support and manage the organization?
- 2. Business Process:** What is the most efficient and effective way to serve process customers or users?
- 3. Technology:** Is technology appropriately enabling business processes?
- 4. People:** Do we have the appropriate people to enable business processes?
- 5. Performance Measurement:** What measures are used to evaluate processes?



# Project Overview

## *Approach*

Huron will work with the research executive leadership, central and research department administration staff, faculty, college deans, and various other University personnel.

Specifically, we will:

- Coordinate with the Working Group
- Conduct interviews with key stakeholders
- Review documents provided by the University
- Gather and analyze findings and develop recommendations
- Draft an assessment report for discussion with University officials
- Summarize and present results to University officials

# Project Overview

## *University of Utah Role*

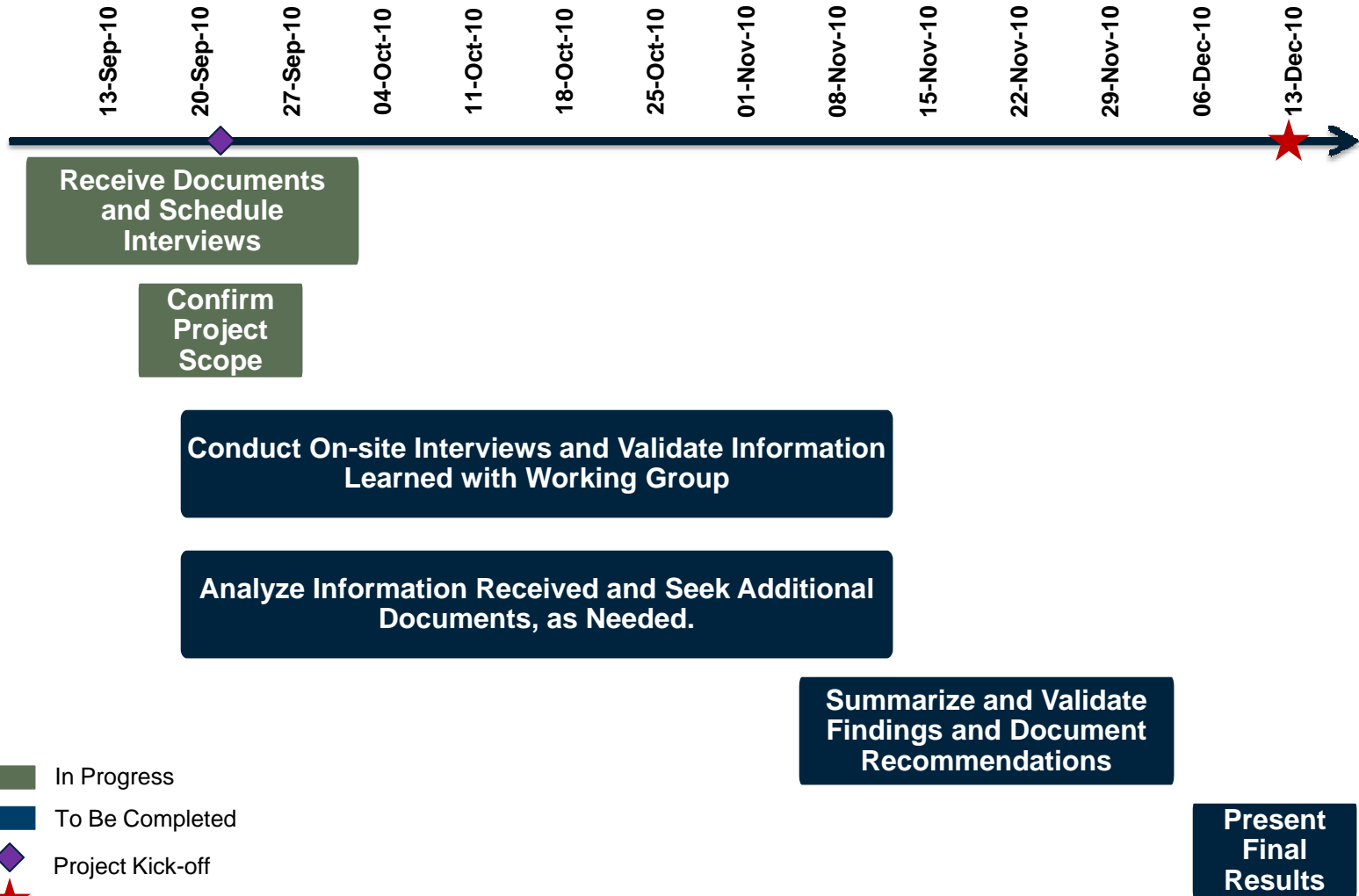
### Steering Committee

- Advise on how best to gain faculty and staff input into the project
- Assist in facilitating communications and disseminating information to the University research community
- Provide guidance to the Working Group

### Working Group

- Validate the key observations gained during the interviews
- Contemplate recommended solutions for improving the research administration support structure

# Project Timeline



- In Progress
- To Be Completed
- Project Kick-off
- Final Presentation

# Next Steps

# Next Steps

- Gather additional materials from Utah
- Complete schedule of interviews with Utah personnel
- Draft communication to campus participants
- Confirm meeting schedule with Steering Committee (2<sup>nd</sup> Wednesday in October and November)
- Determine members of Working Group and frequency of meetings
- Discuss timing of final presentation to leadership (12/15 Steering Committee meeting)
- Conduct interviews and review documents



# Questions and Answers

# Appendices

# Appendix A – Current List of Interviewees

## *Steering Committee*

<b>Name</b>	<b>Title</b>	<b>Organization</b>
Ashman, Theresa	Controller	Financial and Business Services
Brinkman, Paul	Assoc. VP for Budget and Planning	Academic Affairs
Church, Dean	Director	Financial and Business Services: Financial Solutions
Hughes, Sandy	Director	Budget and Institutional Analysis Office, Academic Affairs
West, Jeff	Assoc. VP	Financial and Business Services
Anderson, Cathy	Assoc. Dean	Health Sciences: School of Medicine
Dew, Larry	Asst. VP for Health Sciences	Health Sciences: Sr. VP for Health Sciences
Furse, Cynthia	Assoc.VP for Research	Lower Campus: VP for Research
Kay, Michael	Asst. Dean	Lower Campus: College of Engineering
Brown, Brent	Director	Research Administration: Office of Sponsored Projects
Balls, Kevon	Product Manager	University Information Technology
Taylor, Kevin	Director, Planning and Policy	University Information Technology
Robinson, Mike	Asst. Director	University Information Technology
Hess, Stephen	Chief Information Officer	University Information Technology
Taylor, Joe	Director, Projects and Applications	University Information Technology

# Appendix A – Current List of Interviewees

## *Faculty*

<b>Name</b>	<b>Title</b>	<b>Organization</b>
<b>Hamner, Debbi</b>	<b>Admin. Assistant</b>	<b>College of Engineering</b>
<b>Solzbacher, Florian</b>	<b>Assoc. Professor</b>	<b>College of Engineering</b>
<b>Johnson, Christopher</b>	<b>Faculty</b>	<b>College of Engineering</b>
<b>Keida, Dave</b>	<b>Faculty</b>	<b>College of Science</b>

# Appendix A – Current List of Interviewees

## *Research Administration*

<b>Name</b>	<b>Title</b>	<b>Organization</b>
<b>Bonnette, Margo</b>	<b>Administrative Manager</b>	<b>College of Health</b>
<b>Ernest, William</b>	<b>Grants and Contracts Officer</b>	<b>Office of Sponsored Projects</b>
<b>Hajeb, Kathy</b>	<b>Director</b>	<b>VP Tech Venture Dev Office</b>
<b>Parks, Tom</b>	<b>VP for Research</b>	<b>VP for Research</b>
<b>Thompson, Kristie</b>	<b>Grants and Contracts Officer</b>	<b>Office of Sponsored Projects</b>
<b>Niesen, Todd</b>	<b>Grants and Contracts Officer</b>	<b>Office of Sponsored Projects</b>
<b>Tennyson, Rachel</b>	<b>Grants and Contracts Officer</b>	<b>Office of Sponsored Projects</b>

# Appendix A – Current List of Interviewees

## *Research Groups*

<b>Name</b>	<b>Title</b>	<b>Organization</b>
<b>Black, Ed</b>	<b>Manager</b>	<b>Scientific Computing and Imaging Inst. (SCII)</b>
<b>Schryver, Jeri</b>	<b>Admin. Manager</b>	<b>Inst. For Clean and Secure Energy</b>
<b>Streff, Shirley</b>	<b>Manager</b>	<b>Energy and Geoscience Institute (EGI)</b>
<b>Tennant, Margaret</b>	<b>Manager, Business and Financial</b>	<b>USTAR</b>

# Appendix A – Current List of Interviewees

## *Lower Campus*

<b>Name</b>	<b>Title</b>	<b>Organization</b>
<b>Cannon, Janis</b>	<b>Accountant</b>	<b>College of Engineering</b>
<b>Christiansen, Kathy</b>	<b>Research Associate</b>	<b>College of Law</b>
<b>Cox, Marilyn</b>	<b>Financial Manager</b>	<b>College of Social and Behavioral Science</b>
<b>Harris, Bobbie</b>	<b>Sr. Accountant</b>	<b>College of Engineering</b>
<b>Heaton, Monica</b>	<b>Project Administrator</b>	<b>College of Engineering</b>
<b>Madden, Kristin</b>	<b>Sr. Accountant</b>	<b>College of Engineering</b>
<b>Zinik, Shari</b>	<b>Manager</b>	<b>College of Science</b>

# Appendix A – Current List of Interviewees

## *Human Resources*

<b>Name</b>	<b>Title</b>	<b>Organization</b>
<b>Bird, Susan</b>	<b>Payroll Manager</b>	<b>Human Resources</b>
<b>Gines, Joan</b>	<b>Assoc. Vice President</b>	<b>Human Resources</b>
<b>Thompson, Steve</b>	<b>Sr. Accountant</b>	<b>Human Resources</b>



# Appendix A – Current List of Interviewees

## Health Sciences

Name	Title	Organization
Bardsley, David	Administrative Manager	College of Pharmacy
Bassett, Janet	Academic Program Manager	Core Research Facilities, HSC
Baxter, Tonnya	Administrative Officer	Cardiovascular Research and Training Inst. (CVRTI)
Coda, Catherine	Assistant Dean	College of Nursing
Hepler, Renae	Administrative Director	Huntsman Cancer Institute
LaSalle, Chris	Assoc. Director	Internal Medicine
Lindsley, Janet	Principal Investigator	Dept. of Biochemistry
Lloyd, Scott	Senior Director	Huntsman Cancer Institute
Pasker, Michele	Admin. Manager	Biochemistry, SOM
Petersen, Steve	Director	Health Science Finance
Pianka, Terri	Manager	College of Nursing
Pili, Julia	Administrative Manager	Molecular Medicine
Rabbitt, Rick	Principal Investigator	Bioengineering
Sutch, Steve	Chief Admin. Officer	Internal Medicine, SOM
Turner, Bob	Manager	Human Genetics
Krantz, Susan	Manager	Biomedical Informatics, SOM

# Appendix A – Current List of Interviewees

## *Financial and Business Services*

<b>Name</b>	<b>Title</b>	<b>Organization</b>
<b>Best , Cynthia</b>	<b>Director</b>	<b>Mission-Based Management, HSC</b>
<b>Dudley, Susan</b>	<b>Accountant</b>	<b>Grants and Contracts Accounting</b>
<b>Gledhill, Gary</b>	<b>Manager</b>	<b>Grants and Contracts Accounting</b>
<b>Kimberly, Georgette</b>	<b>Accountant</b>	<b>Grants and Contracts Accounting</b>
<b>Larson, Deborah</b>	<b>Manager</b>	<b>Management Accounting and Analysis</b>
<b>Levandowski, John</b>	<b>Analyst</b>	<b>Financial Solutions</b>
<b>Merritt, Alayne</b>	<b>Accountant</b>	<b>Grants and Contracts Accounting</b>
<b>Nielsen, Barbara</b>	<b>Assoc. Director, Govt. Accounting</b>	<b>ESC</b>
<b>Petersen, Sally</b>	<b>Accountant</b>	<b>Grants and Contracts Accounting</b>

# Appendix B – List of Documents Received

Category	Document Description	Document Type
Proposal and Award Data	Number of grant and contract proposals submitted over the last three to five years, by year	Report
	Number of grant and contract awards received over the last three to five years, by year	Report
	Number of industry sponsored research agreements over the last three to five years, by year	Report
Organization Structure	VP of Research Org Chart	Org Chart
	Office of Sponsored Projects Assignments	Website
	AVP Finance and Business Services	Org Chart
	Description of roles and responsibilities of various research administration offices	Website

# Appendix B – List of Documents Received

Category	Document Description	Document Type
Policies/Procedures	Processing Official Documents	University Policy Doc
	University Policy Doc	University Policy Doc
	Security Clearances	University Policy Doc
	Environmental Health and Safety Policy	University Policy Doc
	Establishment of Accounts and Receipt of Funds	University Policy Doc
	Approvals Required for Financial Transactions	University Policy Doc
	Cost Transfers Affecting Federal Contract and Grants	University Policy Doc
	Stipends and Tax Exempt Payments	University Policy Doc
	Requisition Preparation and Processing	University Policy Doc
	Research procurement, contracts and grants	University Policy Doc
	Radioactive materials, procurement of	University Policy Doc
	Independent Consultant and Independent Contractor	University Policy Doc
	Overhead for On-Campus and Off-Campus Activities	University Policy Doc
	Policy for Research Misconduct	University Policy Doc
	Supplementation of Postdoctoral Stipends	University Policy Doc
	Supplementation of Pre-doctoral Stipends	University Policy Doc
	University Faculty Profit-Making Corporation	University Policy Doc
	Patents and Inventions	University Policy Doc
	Royalty earnings	University Policy Doc
	Research Appointments	University Policy Doc
Management Accounting Policies	University Policy Doc	
Research Handbook (See PDF for Specific Entries Contained)	Research Handbook	

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