

Office of Sponsored Programs Roundtable Meeting December 13, 2011, SUB B/C

Guest Speaker:

Anne Milkovich (ITC) - MSU Integration Initiative: Overview & Update

Please see a copy of the presentation materials at the bottom of the minutes. Requests for additional information or questions can be sent to Anne at anne.milkovich@montana.edu

Thanks Anne!

Central Offices:

Audit & Advisory Services Update - Daniel Adams: all information regarding Audit & Advisory Services can be found at <http://www.montana.edu/wwwaudit/>. Daniel provided an overview of recent audit recommendations including inadequate reconciliation and the importance of taking corrective action, documentation corrective actions and the importance of consistent processes to name a few. There is a task force looking at OMB Circular A-21as it relates to federal grants management with the intent to reduce administrative burden. Daniel will provide updates at the Spring Roundtables and don't hesitate to contact him at danieladams@montana.edu or his staff for any questions or assistance.

Human Resources - Susan Alt: Susan provided an overview of the recent directive from the President's Office regarding providing office hours during the noon hour. The intent of this directive is customer service and supervisors are responsible for accomplishing and implementing this requirement in their respective areas. For offices with minimal staff, transferring of phones and a note of the door indicating where assistance is available are a few acceptable options. Contact Susan at salt@montana.edu for questions or assistance.

Office of Sponsored Programs:

New F&A rates with state agencies: Per BOR policy, MSU has a new F&A rate now in effective (as of Nov 18, 2011) for F&A rates with Montana State Agencies. The rate has been increased from 20% Total Direct Costs to 25% Total Direct Costs. Training specific grants will remain at 8% Total Direct Costs. This upcoming spring, Leslie will be meeting with all state agencies to assist in implementing this new rate. A copy of the BOR policy is attached to the bottom of the minutes. Contact Leslie at lschmidt@montana.edu for questions or additional information.

Announcements:

- Holiday office celebrations (can't be paid from state or grant funds)
- Motor Pool/BOR policy – 15 passenger van rental/use prohibited
- Travel reminder – spouse's expenses

- Travel reminder – Fly America Act (for foreign travel)
- Change to ePCF – Subcontract section added to budget tab
- Spring 2012 OSP Roundtable meetings scheduled (February 29th at 10:00 AM and May 3rd at 10:00 AM)
- If you have a new PI, get them set up early in the ePCF system
- UBS Reminder – wire payment – include detail to identify source – contact Andrea at andreag@montana.edu for questions.



THE MONTANA STATE UNIVERSITY INTEGRATION STORY

“The One MSU is a big house with many doors to welcome our students and serve our communities.”

—President Cruzado, Inauguration Speech, Sept 2010

MSU, as many institutions, must conserve limited resources while still meeting the needs of its constituents. Integrating and streamlining administrative functions across the four campuses is essential to controlling costs. The MSU Integration Initiative championed by President Cruzado has met those challenges with outstanding results.

Learn more at www.montana.edu/msuii.

GOALS

- Increase operational efficiency
- Improve student and community experience
- Institute OneMSU as the culture of the university

ENGAGEMENT

- 4-campus teams and oversight committee
- 70+ administrators, faculty, and students
- Spontaneous ad hoc teams joining in

26 EARLY WIN ACCOMPLISHMENTS

- Shared advisor dashboard
- Ease of transfer transmittal
- Common course numbering
- Matching fund codes
- NCAA athletics reporting
- Parent PLUS automated disbursements
- Streamlined transaction processing
- Common IPEDS reporting
- VA wire transfer
- ... more at www.montana.edu/msuii/projects.php

19 PROJECTS IN THE PIPELINE

- Degree audit and advising
- Payroll process
- Document management
- Student relationship management
- Automated workflow
- Identity management
- Student athlete academic management
- ... more at www.montana.edu/msuii/status/pipeline.php

EVIDENCE OF INTEGRATED CULTURE

- Identity theft prevention program
- Harassment prevention training
- Volume discount purchasing
- MUS marketing and recruitment
- Multi-campus capital IT financing
- Information Security operations
- Institutional research collaboration group
- ... more at www.montana.edu/onemsu

BEST-PRACTICE METHODOLOGIES DEVELOPED TO ENSURE AND SUSTAIN ONGOING IMPROVEMENTS

- **Process Management** systematically catalogs and analyzes institutional processes to identify areas for improvement or integration.
- **Portfolio Management** prioritizes administrative projects based on structured business cases and consistent evaluation criteria.
- A **Program Management Office (PMO)** provides central coordination and a single point of contact to facilitate portfolio and process management, support initiatives and projects, and communicate with stakeholders. The **PMO is a virtual office** of staff members assigned to work together similar to a permanent task force.

Methodologies are based on researched standards utilized in leading business organizations and higher education institutions.

MONTANA STATE UNIVERSITY INTEGRATION INITIATIVE

MSUii



"The One MSU is a big house with many doors to welcome our students and serve our communities."
—President Cruzado, Inauguration Speech, Sept 2010

MSU INTEGRATION INITIATIVE
TRANSITION REPORT

MONTANA STATE UNIVERSITY INTEGRATION INITIATIVE

MSUii

GOALS AND SUCCESS CRITERIA

- Program Goals
 - Improve the student and community experience
 - Increase operational efficiency
- Success Criteria
 - Demonstrate a significant set of improvements
 - Institute a university-wide methodology for ongoing, coordinated analysis and improvement

11/02/2011 MSUii Transition Update - Presenter: Jim Ringau 2

MONTANA STATE UNIVERSITY INTEGRATION INITIATIVE

MSUii

ENGAGEMENT

- Oversight Committee
 - Four-campus representation
 - Administration
 - Faculty
 - Student body
- Institutional Evidence
 - International programs
 - Student recruitment
 - Affirmative Action
 - Identity Theft Prevention
- Standing Teams
 - 70+ members
 - 6 cross-campus functional areas

11/02/2011 MSUii Transition Update - Presenter: Jim Ringau 3

MONTANA STATE UNIVERSITY INTEGRATION INITIATIVE

MSUii

ACCOMPLISHMENTS

- 26 Early Win accomplishments improving student experience and operational efficiency
- 19 improvements in the project pipeline
- Evidence of institutional cultural change
- Methodologies for ongoing, coordinated analysis and improvement
 - Process Management
 - Portfolio Management
 - Program Management Office

11/02/2011 MSUii Transition Update - Presenter: Jim Ringau 4

MONTANA STATE UNIVERSITY INTEGRATION INITIATIVE

MSUii

PROCESS MANAGEMENT FRAMEWORK

- Institutional process library
- Process mapping and analysis
 - Identifies areas for improvement
 - Identifies areas for integration
- Informs and implements process improvement

11/02/2011 MSUii Transition Update - Presenter: Jim Ringau 5

MONTANA STATE UNIVERSITY INTEGRATION INITIATIVE

MSUii

PORTFOLIO MANAGEMENT FRAMEWORK

- Structured business cases
- Evaluation rubric defines consistent criteria
- Prioritization based on
 - Strategic alignment
 - Institutional benefit
 - Cost-effectiveness
 - Probability of success

"Institutions that employ business cases, consistent evaluation criteria, empowered advisory groups, and structured decision processes to select IT investments report achieving greater value and competitive advantage from information technology investments."
—Goldstein & Caruso, ECAR Roadmap December 2004

11/02/2011 MSUii Transition Update - Presenter: Jim Ringau 6

MONTANA STATE UNIVERSITY INTEGRATION INITIATIVE

MSUii

PROGRAM MANAGEMENT OFFICE (PMO)

- Facilitates prioritization and process management
- Central point of contact and support
- Cross-campus coordination
- Communications to ensure transparency
- Supports initiatives
- Provides project management
- Successfully tested with MSUii and existing resources

11/02/2011 MSUii Transition Update Presenter: Jim Ruppau 7

MONTANA STATE UNIVERSITY INTEGRATION INITIATIVE

MSUii

QUESTIONS



11/02/2011 MSUii Transition Update Presenter: Jim Ruppau 8

MONTANA STATE UNIVERSITY INTEGRATION INITIATIVE

MSUii

SOURCES

Alberts, Randall. Georgia State University. "Managing the IT Project Portfolio: A Project Ranking Methodology." Research Bulletin, Issue 3). Boulder, CO: EDUCAUSE Center for Applied Research, 2009, available from www.educause.edu/ecar.

Bidesson, Robert C. Prioritizing Academic Programs and Services: Reallocating Resources to Achieve Strategic Balance. John Wiley & Sons, Inc. San Francisco, CA. 2010.

Goldstein, Philip J. & Borreson Caruso, Judith. "Information Technology Funding in Higher Education", (Roadmap, December 2004), Boulder, CO: EDUCAUSE Center for Applied Research, 2004, available from www.educause.edu/ecar.

IT Governance Institute. "Board Briefing on IT Governance" 2nd Edition. 2003. Rolling Meadows, IL. Retrieved from www.isaca.org March 14, 2011.

IT Governance Institute. "Enterprise Value: Governance of IT Investments: The Business Case." 2006. IT Governance Institute, Rolling Meadows, Illinois.

Kendall, Gerald L. & Rollins, Steven C. Advanced Project Portfolio Management and the PMO, Multiplying ROI at Warp Speed. J. Ross Publishing, Boca Raton, FL. 2003.

Krueger, Donald A. "Decentralized IT Governance and Policy in Higher Education" (Research Bulletin, Issue 5). Boulder, CO: EDUCAUSE Center for Applied Research, 2009, available from <http://www.educause.edu/ecar>.

Mastelin, Bryan & Handley, Robert. IT Portfolio Management Step-by-Step: Unlocking the Business Value of Technology. John Wiley & Sons, Inc. Hoboken, New Jersey. 2005.

Mielitz, Lars et al. "Toolkit Best Practices: Program and Portfolio Management Maturity Model." Gartner P&S Core Research Note 000141742. 13 July 2007. Stamford, CT.

Morris, Peter & Jamieson, Ashley. Translating Corporate Strategy into Project Strategy: Realizing Corporate Strategy through Project Management. Project Management Institute, Inc. Newtown Square, PA. 2004.

11/02/2011 MSUii Transition Update Presenter: Jim Ruppau 9

MONTANA STATE UNIVERSITY INTEGRATION INITIATIVE

MSUii

MORE SOURCES

Morris, Peter W. G. & Pinto, Jeffrey K. The Wiley Guide to Project Program & Portfolio Management. John Wiley & Sons, Inc. Hoboken, NJ. 2007.

Pirani, Judith A. & Yansky, Ronald. "Process and Politics: IT Governance in Higher Education". (Roadmap, July 2008). Boulder, CO: EDUCAUSE Center for Applied Research, 2008, available from www.educause.edu/ecar.

Project Management Institute. The Standard for Portfolio Management. Project Management Institute, Inc. Newtown Square, PA. 2006.

Project Management Institute. The Standard for Program Management Second Edition. Project Management Institute, Inc. Newtown Square, PA. 2008.

Rad, Parviz F. & Levin, Ginger. Project Portfolio Management Tools and Techniques. International Institute for Learning, Inc. New York, NY. 2006.

Sapich, Paul. Fundamentals of Effective Program Management: A Process Approach Based on the Global Standard. J. Ross Publishing, Inc. Fort Lauderdale, Florida. 2008.

Spicer, Donald Z., & Pirani, Judith A. "Reforming IT Governance at Berkeley: Introducing an Enterprise Perspective to a Decentralized Organization" (Case Study 3). Boulder, CO: EDUCAUSE Center for Applied Research, 2008, available from <http://www.educause.edu/ecar>.

Tjajana, Ika, Dwyer, Paul, & Habis, Mohin. The Program Management Office Advantage. JMACOM Books, a Division of American Management Association New York, NY. 2009.

Tracy, Michael & Wiersema, Frederick D. Discipline of Market Leaders. Basic Books, Jackson, TN. 1997.

Volzakis, John. "IT Organizations: Balancing Centralized Efficiency with Localized Needs" (Research Bulletin 9, 2010). Boulder, CO: EDUCAUSE Center for Applied Research, 2010, available from <http://www.educause.edu/ecar>.

11/02/2011 MSUii Transition Update Presenter: Jim Ruppau 10

MONTANA BOARD OF REGENTS OF HIGHER EDUCATION
Policy and Procedures Manual

SUBJECT: RESEARCH AND PUBLIC SERVICE

Policy: 404 – Facilities and Administrative Rate

Adopted: May 30, 1979; Revised: November 18, 2011

Board Policy:

A. The Facilities and Administrative (F&A) rate for the units of the Montana University System (MUS) shall be as follows:

1. Federal project grants or contracts:
 - (a) The federally negotiated rate or the maximum rate allowed under statute for the program/agency will be used;
2. State project grants or contracts:
 - (a) For grants or contracts for research, the F&A rate shall be 25% of the total direct costs.
 - (b) For training programs, the F&A rate shall be 8 percent of total direct costs.
 - (c) For federal pass-through grants or contracts, the federally negotiated rate for the unit will be applied.
 - (d) In instances when the sponsor (funding source) for an agency does not allow F & A or will pay only at a reduced rate, the decision to accept the award will remain with the unit. These exceptions should be reported annually, at the January regents' meeting.
3. Private, individual or corporation project grants or contracts:
 - (a) The F&A rate for the unit shall be used.
4. In special circumstances, the units are authorized to use F&A costs to meet required cost sharing in grants and contracts.
5. UM-Missoula and MSU-Bozeman, as representatives of the affiliated campuses, shall submit to the commissioner of higher education a report summarizing total F & A revenue and expenditure activity, including the F & A value foregone by the state agency exception process.

History:

Item 23-001-RO379, Indirect Cost Recovery Rate (Revised), Montana University System, May 30, 1979 and January 31, 1986.
Item 152-131-R0911, Revised September 22, 2011. Item 153-104-R1111, Revised November 18, 2011.