

Report Submission - ID: 17Admin108

Author(s):

Leona Hastings

Unit of Analysis ID Number: 102

Sector: Provost

Division : College of Education and Human Sciences

Unit for Assessment: Institute for Educational Research and Service

State the mission, objectives, and primary functions of this unit. : Previous to 2017, the Institute for Educational Research and Service (IERS) functioned as an “umbrella” Institute under which the National Native Children’s Trauma Center (NNCTC), the Montana Safe Schools Center (MSSC), and CoTeach Preschool were housed. In 2015, CoTeach Preschool closed, and July 1, 2016 the former director of IERS retired. At that time the unit was restructured. In the current organizational structure, IERS is considered a separate entity from the two remaining Centers. IERS is now an administrative center that supports research and service activities within the University of Montana, particularly for NNCTC, MSSC, and at times, the College of Education. IERS offers pre- and post-award management services to UM faculty applying for and implementing research and service grants, as well as administrative support for fee for service contracts for services such as training, consultation, and evaluation.

NNCTC and MSSC are supported entirely by grants and contracts. IERS is supported by IDC returns, training and consultation fees, continuing education fees, and, up until 2015, CoTeach Preschool registration fees. IERS does not receive support from General Funds.

Identify the primary users of the unit.: Primary internal users include UM faculty/staff working within the NNCTC and MSSC, and UM campus faculty. External users include schools and state agencies who request services, the administrators of fee for service contracts, and grant officials.

Submit Organizational Chart : [17Admin108_SubmitOrganizationalChart_0927095848.pdf](#)

Complete the FTE Detail Excel spreadsheet provided in the link below.:

[17Admin108_CompletetheFTEDetailExcelspreadsheetprovidedinthelinkbelow_0927095848.pdf](#)

Finance: Budget and Financial Planning,Purchasing/Procurement,Accounts Payable

Research: Pre-award,Post-award

Human Resources: Employee Training,Employee Hiring (recruitment through on-boarding),Payroll Processing

Communications: Website Maintenance/Development,Event Planning

Criteria 1. - Bullet 1.: IERS provides administrative support to Centers and grant projects that foster these values:

- Leadership skills development is encouraged by providing opportunities for staff to lead grant projects as Principal Investigator or Project Director;
- Trainings and consultations/technical support are tailored to the needs of the recipients to encourage engagement;
- Follow up guidance and support is provided to training participants to encourage sustainability;
- Grant projects and contracts always require partnerships with schools, agencies, and/or tribes in- and out-of-state.

Criteria 1. - Bullet 2.: IERS has provided support to its own grants and contracts as well as those under NNCTC, MSSC, and CoTeach Preschool for more than 35 years. The current IERS director, who has been an employee of IERS since 1999, has managed over \$37M in grant and contract funding, with no audit findings or other issues. This number is derived from the Banner report FRIPSTG, and includes projects under the following Principle Investigators:

- van den Pol (\$29,425,661);
- Rides At The Door (\$4,423,570);
- Evans (\$2,686,338);
- Marshall (\$915,337);
- Hastings (\$92,000);
- and Wolferman (\$24,795).

IERS does not receive support from General Funds. It is supported by IDC returns, training and consultation fees, continuing education fees, and, up until 2015, CoTeach Preschool registration fees.

If IERS was unable to provide services due to lack of funding, the work load of the current IERS director would have to be passed on to other administrative staff at the College of Education. Considering the over-abundance of work that most campus staff carry these days, the additional work would almost certainly be a burden to whomever received it.

Criteria 2. - Bullet 1.: Internal users are the IERS/NNCTC/MSSC staff/faculty and other UM faculty receiving grant/contract management and administrative services from IERS. Demand for services is based on total grant, contract, and designated account expenditure data from FY13-FY17. All of these accounts have been administratively monitored and managed by IERS. Numbers are based on UMDW Operating Statements and internal records for each active project/account in each fiscal year. Index codes for projects/accounts are tracked in internal IERS records:

- FY13 \$1,955,729
- FY14 \$2,278,042
- FY15 \$1,952,700
- FY16 \$1,821,079
- FY17 \$1,548,773

Demand for services fluctuates, depending on the size and number of grants and fee for service contracts that are active in any given year.

The FY14 expense increase was due to an increase in project activity, and a larger number of subawards than usual. These increases were in response to the needs of projects that were active at that time. The FY17 decrease is due to a substantial reduction in personnel costs after the former IERS director retired July 1, 2016, and when the Principal Investigator of an ACF grant reduced and then eliminated FTE after that project began to wind down in fall of 2016.

Anticipated trends depend on the number and scope of grant projects and contracts received by MSSC and NNCTC, as well as the collaboration of campus faculty with IERS for pre-post award management.

Criteria 2. - Bullet 2.: All grants and contracts involve external users in the form of grant officials, grant subcontractors, schools and state agencies who request services, and the administrators of fee for service contracts, all of whom work with IERS over the course of every grant and contract. For this reason, the numbers detailed in the previous bullet also reflect IERS' demand trends from users external to UM. As stated above, upward trends are due to an increase in project activity, and the FY17 decrease was due to personnel cost reductions.

Criteria 3. - Bullet 1.: N/A

Criteria 3. - Bullet 2.: Hastings and past IERS employees (Nancy Berg, Emily Johnson) have participated in many of the Banner Short Courses and campus trainings, particularly those within the Financial Development Certificate Program. Internal cross training occurs as much as possible to increase skill-sets among staff and to provide in-office back up.

Nancy Berg participated in the UM Staff Ambassadors program in approximately 2008. She has also provided SafeTALK training (suicide prevention/intervention) to several social work classes taught by Dr. Bart Klika and Dr. Kate Chapin, with another training scheduled for October 2017.

Criteria 3. - Bullet 3.: N/A

Criteria 3. - Bullet 4.: N/A

Criteria 4. - Bullet 1.: IERS is supported by designated funding. IERS does not receive General Funds. Revenue consists of IDC returns, contracted services fees, registration fees for trainings and workshops, and previous to May 2015, registration fees for Co-Teach Preschool.

The major expense for designated accounts varies, depending on the type and amount of supplies/equipment needed in any given year. For instance, the designated operating expense increase in FY14 was due to the purchase of 16 laptops with accessories.

Expense and revenue numbers that support IERS are based on UMDW Operating Statements and internal records.

Revenue – Designated Accounts

- FY13 - \$151,144
- FY14 - \$141,065
- FY15 - \$131,891
- FY16 - \$69,916

- FY17 - \$95,591

Expense – Designated Accounts

- FY13 Personal Services: \$14,522 / Operating \$70,720
- FY14 Personal Services: \$57,664 / Operating \$102,433
- FY15 Personal Services: \$66,070 / Operating \$70,768
- FY16 Personal Services: \$64,851 / Operating \$41,986
- FY17 Personal Services: \$71,990 / Operating \$32,567

Criteria 4. - Bullet 2.: Although designated funding has remained reasonably stable for the last five years, current conditions may contribute to a significant reduction in revenue after FY17. IERS has not received any significant requests for contracted services since two large contracts ended several months ago. In addition, IERS' designated accounts have been tapped in the amount of \$26,782 to help support College of Education shortfalls due to the reduction of General Operating Funds. This situation resulted in the layoff of our Administrative Assistant, Emily Johnson, and the removal of Nancy Berg's FTE from all designated funds. The ultimate impact of this is insufficient staff to provide all of the services offered by IERS.

Criteria 4. - Bullet 3.: Up until July 2016, IERS has provided services to its own established centers (NNCTC, MSSC, and CoTeach Preschool). These services were provided primarily by Leona Hastings, with the help of Nancy Berg (at approximately .10-.20 FTE) and one part-time student. July 2016 the structure shifted. Services from IERS remained the same, but were expanded to include provision of service to UM faculty outside IERS/NNCTC/MSSC. There has never been an excess of FTE dedicated to administrative tasks, or any need to consider efforts to improve efficiency.

Criteria 4. - Bullet 4.: Currently with one employee, it is difficult to generate external revenue other than collection of Indirect returns from the grants and contracts that are currently being managed. Potential fee for service contract revenue would provide some additional income. Operating expenses are supported 100% by designated funding. Personnel costs are partially (67%) supported by grant funding.

Criteria 5. - Bullet 1.: IERS is an administrative unit that supports grant/contract funded Centers. All of the projects focus on partnerships, relationships, and professional development.

Criteria 5. - Bullet 2.: I am not sure.

Criteria 5. - Bullet 3.: Additional resources would enable IERS to hire more staff. Additional personnel would enable IERS to assist more faculty with pre-post award needs, and provide more extensive services (such as grant writing), which has the potential to increase grant awards and IDC returns for UM.