




# InFocus

A publication of the University of Missouri System  
 Division of Finance and Administration

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## Welcome to the New Look of InFocus!

Our new look marks the 4th year of providing information in support of the work that you do for the University. It is also in alignment with one of our objectives within Finance & Administration - **Innovative Business Solutions**.

In response to changes in the economic environment, all of us in higher education are dealing with reduced resources requiring us to seek innovative ways of doing more with less.

In this edition of InFocus, read how this objective has focused us to respond by streamlining processes (*like Show-Me Shop from Procurement Services and the new method of requesting Proof of Insurance from Risk & Insurance Management*), reducing paper and file storage (*like the use of databases instead of paper files by Facilities Planning & Development*), and saving the University thousands of dollars and improving patient care (*like the Value Analysis Program by the Sourcing Supply Chain*). In these ways and others, we are looking to develop Innovative Business Solutions to maximize the financial and physical capacity of the University in support of its mission.

The goal of the newsletter is to enhance **our** customer service by providing information that will support the work that **you** do for the university. As always, we welcome your feedback and your contributions.

- Natalie "Nikki" Krawitz

Vice President for Finance & Administration



Vice President Krawitz

## Spotlight On ...

### eProcurement



#### "Transitioning to Show-Me Shop"

The use of e-Procurement in higher education is gaining popularity. "Show-Me Shop" is the University's online shopping stop – and this innovative business solution has already saved over \$7.8 million with additional processing cost savings being realized.

## Account-Ability



### New Mileage Reimbursement Rates

#### *"On the Road Again"*

Make sure you are reimbursed for the correct mileage rate in 2010 for business miles driven!

## Compliance Corner



### Training

#### *"Online Training"*

As the need for financial compliance training grows, the Controller's Office is aggressively preparing online training.



### Sponsored Programs

#### *"Revised Effort Verification Reports"*

The Effort Verification Report (EVR) used to report spending of Sponsored Programs (grants) funding has been improved!

## Risky Business



### Proof of Insurance Requests

#### *"New Arrival!"*

The process to request proof of insurance has been streamlined - what is proof of insurance and why would you request it? Read on!

## On the Drawing Board



### Current University Projects in Design

#### *"Reducing Project Paper Records"*

Prevailing Wage compliance on University construction contracts used to require reams of paper and take hours to respond to sunshine requests. Read what the use of the PROJEX software has done to save time and money for the University!

## F & A - News & Updates



### Office of the Controller

*"Where is my 2009 Form W-2?"*

It's the beginning of a new year, and your 2009 W-2 forms are coming soon!



### Institutional Research & Planning

*"NASH Access to Success"*

Read how IR&P conducts data-driven analyses in the ongoing initiative to close the gaps in access and completion of college that separates low-income and underrepresented minority students from their peers.



### Institutional Research & Planning

*"UM Government Relations District Data Sheets"*

For the past 5 years, the IR&P has assisted UM Government Relations with producing its annually released UM District Data Sheets.



### Procurement Services

*"President's Suggestion Box: Car Rentals - Paying Up-Charges to Fill the Tank?"*

Cost cutting suggestion with a Procurement contract solution!



### Procurement Services

*"Enterprise Rent-a-Car/National Car Rental - Online Booking & P-Card Billing (Coming Soon!)"*

Enterprise Rent-a-Car / National Car Rentals can soon be booked online and then charged directly to the assigned P-Card. This will greatly reduce Process Cost both at the front end and eliminating the invoicing time.



### Minority Business Development

*"2009 Buyer/Coordinator of the Year Award"*



At the 2009 Awards Gala, the St. Louis Minority Business Council presented Dr. Jacqueline Hall Kelly, Director of Minority Business Development, with the 2009 Buyer/Coordinator of the Year Award.



## Sourcing & Supply Chain

***"Value Analysis Program - Improved Patient Care & Reduced Expenses"***

By finding an innovative solution to a business problem, not only was patient care improved, but over \$70,000 was saved through the procurement of standardized products for the treatment of hospital acquired pressure ulcers.



## Hats Off!

***"Exceptional Customer Service Awards"***

The Hats Off program has grown into 2 separate award systems - the Top Hat Awards and the Warm Fuzzy Awards.



## Wisdom's Corner

***"Featuring Challenging and Inspiring Thoughts"***

Behold the turtle. He only makes progress when he sticks his neck out. -- James Bryant Conant



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## eProcurement

### "Transitioning to Show-Me Shop"

By Steve Mack, Director of Procurement Services

Thank you to everyone for making the transition to Show-Me Shop as smooth as it has been. One topic that is often brought up to us in Procurement services is "Why are we making this transition to Show-Me Shop?"



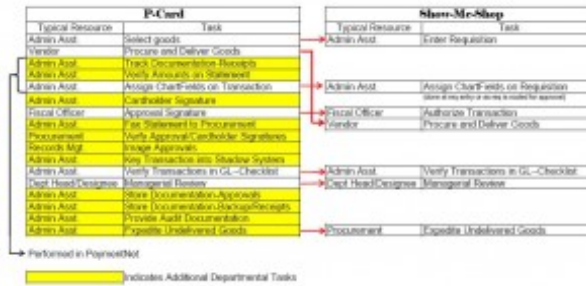
### Why Show-Me Shop?

This innovative business process offers the most efficient cost effective mechanism for ordering commonly purchased goods, and has saved the University over \$8.1 million as of December 2009 with an additional savings in excess of \$502,000 in processing costs. A statistically relevant study identifying the average transaction costs of a Show-Me Shop (SMS) order was just completed and the results are impressive. Krista Young from the UMKC office led a team effort including representation from all campuses in this study and found that the average processing costs of a SMS order ranged from \$8.29 – \$4.89. The average cost from all participants in the study was \$7.06. This is a significant process savings compared with a cost of approximately \$20 for a P-card transaction. The following shows the P-card steps eliminated in the SMS process.

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Process savings is only one of the important reasons why this transition is important. Moving purchase transactions into SMS also allows Procurement Services to get item level detail on what is being purchased. This level of detail is not readily available in P-card transactions. Having this information will be invaluable with assisting Procurement Services in conducting spend analysis which will lead to even better contracts.

Another important reason for the transition to SMS is that it puts University spend against established contracts. Every transaction in SMS is against an established University contract. These contracts reduce hard dollar cost of all products purchased by a significant percentage. Contract utilization also increases leverage with contract suppliers and over time will result in additional discounts.

Vendors might approach individual departments with a "better" price for buying off SMS, indicating immediate hard dollar savings, the call to buy local, or other sales tactics. The immediate hard dollar cost savings to the department is lost in the increased Process cost. In addition to the lost process savings, these apparently great prices do not include the supplier's entire catalog so there might be a cost savings on a few items but significantly higher prices are paid for other items. Across higher education, using eProcurement to consolidate buying across campuses carries enormous financial benefits to institutions (read more in [Campus Technology - "Spending Smart" by Mary Grush 11/01/09](#)).

If [Procurement Services](#) can assist you or your business unit in finding the most efficient use of this valuable tool please don't hesitate to contact us.

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## New Mileage Reimbursement Rates

### "On the Road Again"

By Jane Closterman, Controller

Make sure you are reimbursed for the correct mileage rate in 2010 for business miles driven.



Beginning in 2009, the University began following the State of Missouri's practice of reimbursement for business transportation expenses at a mileage rate that is three (3) cents less than the IRS standard mileage rate. The IRS rate is based on an annual study of the fixed and variable costs of operating an automobile nationwide, while the rate used by the State of Missouri is more in line with costs in the Midwest region of the country.

The IRS recently announced that, for 2010, the standard mileage rates for operating an automobile for business purposes have been lowered to reflect a slight decrease in the cost of gasoline compared to a year ago.

**Effective January 1, 2010 the University's mileage reimbursement rate for business miles driven is now 47 cents per mile**, three cents less than the IRS standard mileage rate of 50 cents per mile.

In addition, the **University's reimbursement rate for moving expenses is now 13.5 cents per mile**, three cents less than the IRS rate of 16.5 cents per mile.



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## 2 Responses to “New Mileage Reimbursement Rates”

1.



**amita** says:

January 19, 2010 at 8:25 am

Hi

i go to training for my job, to other university building. i was wondering if that will qualify for reimbursement.

thanks

2.



**InFocus Editor** says:

January 19, 2010 at 11:18 am

Mary Sapp, Director of UM Business Services, advises that travel reimbursement is up to each department. If the department chooses to reimburse for frequent short-distance trips, the best method to keep Processing Costs down would be to maintain a log of the mileage, and complete the travel reimbursement paperwork once a month.

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## Training

### "Online Training"

By Steve Stanley, Associate Controller

No need to get in line for online training! As the need for compliance and financial training grows, the Controller's Office is aggressively preparing online training.



The next online session will be available in mid-January covering the [A-21 Allowable Cost Principles](#). There will be approximately 8-10 online courses developed by June 2010 that provide foundational concepts in accounting and sponsored programs management.

This training will be available anytime, to any employee, on the web, and will be great for both new and experienced faculty and staff. Some of the next courses include Effort Verification Reports, Roles and Responsibilities for the Principal Investigator, Cost Transfers, Accounting 101, Understanding PeopleSoft ChartFields, How to Read a Financial Statement, and Financial Management Roles.

Stay tuned for availability of courses in future InFocus Newsletters.

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## 2 Responses to "Training"

1.



**Janet Casady** says:

January 19, 2010 at 8:45 am

How do I sign up for these online courses?

2.



**InFocus Editor** says:

January 20, 2010 at 9:24 am

The website for online training just went live! You can find the A-21 Allowable Cost Principles and other online training on the Financial Compliance Training website: <http://www-dev.umsystem.edu/ums/departments/fa/controller/compliance/newpage.shtml>. Just type in your pawprint and user ID to gain access.

If you have questions, please contact Ericka Kranitz ([kranitze@umsystem.edu](mailto:kranitze@umsystem.edu) / (573) 882-3039) or Dennis Miller ([millerdenn@umsystem.edu](mailto:millerdenn@umsystem.edu) / (573) 884-6521).

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## Sponsored Programs

### "Revised Effort Verification Reports"

By Susan Cessac, Lead Accountant-Sponsored Programs Administration



The Effort Verification Report (EVR) form has been modified so that the effort amount is carried out to two decimal places. Occasionally the effort percentages on the EVR form may not add up to exactly 100%, so now an explanatory note was added to recognize potential immaterial rounding differences.

The revised EVR forms cover the six-month period from July 1, to December 31, 2009 and will be available to the Sponsored Programs Offices on February 5, 2010 for distribution to departments. The completed forms should be returned to your campus Sponsored Programs Office within the timeframe specified.

No need to wait until February to check the accuracy of actual effort worked in the PeopleSoft financial system. Check with your fiscal officers **now** to ensure the finance system reflects your actual effort worked on Sponsored Projects. If it is not accurate, enter a Payroll Correcting Entry (PCE) by February 4, 2010 before the new EVRs are produced.

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## Proof of Insurance Requests

### "New Arrival!"

By JoAnne Flowers, Assistant Director of Risk & Insurance Management

A new option to requesting proof of insurance has recently been unveiled on the [Risk and Insurance Management](#) website.



What is proof of insurance and why would you request it?

A self-insurance letter or certificate of insurance demonstrates evidence of insurance. The University is regularly required to show proof of coverage to satisfy contracts and agreements for using other facilities and a host of other obligations. For example, when athletics has a game in the Reliant Stadium in Houston, TX the University is required to show proof of insurance or the game may not go on as planned.

In order to obtain proof of University of Missouri insurance or self-insurance coverage, a written request via email or fax had to be sent to Risk & Insurance Management with the following information at least 10 business days in advance:

- Certificate Holder information (name, address, phone)
- Events or service details: purpose, location, date(s)
- The type and amount of insurance required
- A copy of the contract/agreement



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Now you will be able to submit a request via an online request form. In order to save you time and key strokes, the form allows you to log in using your University ID and password to pre-fill the requestor information. Next, you complete the form following the required fields, review it for accuracy and select the submit button. Our office receives the request and will provide the information or contact you if there any further questions.

So the next time you have a need for proof of University insurance, please try out the online form.

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## Current University Projects in Design

### "Reducing Project Paper Records"

By David Sheahen, Director of Facilities Planning & Development

Jann Amos, University of Missouri Prevailing Wage Coordinator, travels to all University Campuses to review and ensure Prevailing Wage compliance on University construction contracts. Lately, he has been working on a project that will both allow him to do some of his job without ever leaving his desk and keep his desk cleaner at the same time!



Jann has been working with campus construction managers to require contractors to upload contract payroll records the PROJEX construction project management system. PROJEX is a software tool used by all UM campuses to manage construction projects and is developed and supported by MU Campus Facilities. PROJEX enables construction project management staff to track project status and manage progress whether they are at their desk or working remotely.

Several benefits will result from requiring contractors to upload certified payrolls electronically to PROJEX. It will ensure tighter security measures of employee information, especially with new requirements regarding the removal of Social Security numbers from payroll information. The improvements also eliminate or reduce many of the paper reports used in the past to manage the Prevailing Wage program. Not only did contractors supply paper certified payroll reports, but also a wage claim and investigation generated several reports that were printed and copied for the project manager and filed. With this information available on line, Jann can review payroll to answer any claims made against a project from his office which will reduce copy and travel cost. He will also be able to post his findings to PROJEX for the project manager.

Using PROJEX to upload reports and email to notify project managers of wage related issues, Jann estimates he can save over a ream of paper for a single claim since the information will be electronically filed as opposed to bundled up with the rest of the project paper documents. Jann believes he will see a reduction around 20% of paper kept in files. In addition, responding to wage related Sunshine Requests will become easier for Jann since

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he will be able to separate out the requested documents on-line rather than sorting printed copies by hand.

This process improvement was recently rolled out to all four campuses at a TelePresence conference and Jann believes it will be adopted system-wide soon. As new uses for the file sharing features of PROJEX become known, Jann looks forward to finding out what new process improvements can be made in the future.

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## Office of the Controller

### "Where is my 2009 Form W-2?"

By Brian Sanders, Director of Payroll for the Office of the Controller

The University will mail your Form W-2 on or before January 31, 2010. If you have not received your W-2 by February 14, 2010, please notify your campus Payroll Office to receive a duplicate copy.



Although too late to change for this mailing, you can always logon to myHR, Employee Self Service, to verify or change your address information in Personal Information Summary.

Also, when you receive your W-2 for calendar year 2009, please check your social security number and spelling of your name to your social security card for accuracy. If different, notify your campus Payroll Office for a W-2 correction.

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**Gretchen Harrelson** says:

January 23, 2010 at 7:21 pm

I am filing our taxes online with the same software I have used for 4 years. The program will not accept the Employer's State ID number. Can you please help me?

Thank You,

Gretchen Harrelson

2.



**haeusslerta** says:

January 25, 2010 at 3:29 pm

Sure! The Missouri State ID Number for the University is 11166045, and the Federal ID Number is 43-6003859. A word of caution – the Missouri State ID Number should not be confused with the University's State TAX ID Number which is 12615587.

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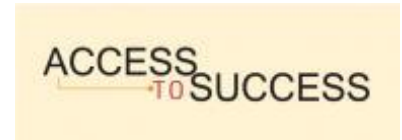
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## Institutional Research & Planning

***"NASH Access to Success"***

*By Bob Mullen, Director of Institutional Research & Planning*

The University of Missouri System has completed its second of a seven year commitment to the Access to Success Initiative (A2S) sponsored jointly by the National Association of System Heads (NASH) and The Education Trust. The purpose of the initiative is to close the gaps in access and completion of college that separate low-income and underrepresented minority students from their peers.



The Office of Institutional Research and Planning (IR&P) continues to play a critical role in this initiative by conducting data-driven analyses to evaluate existing gaps and also track the progress in closing the gaps at the University. IR&P routinely submits data to the A2S Initiative and is an important part of the University's effort of setting an example of transparency, accountability, and responsibility for Missouri's higher education community.

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## Institutional Research & Planning

### "UM Government Relations District Data Sheets"

By Bob Mullen, Director of Institutional Research & Planning

For the past five years, the Office of Institutional Research & Planning (IR&P) has assisted UM Government Relations (GR) with producing its annually released UM District Data Sheets.



These 322 individualized Data Sheets are completed in December and summarizes the impact UM has had on the state of Missouri as well as on Missouri's legislative districts and counties. The Data Sheets are used by GR as they work with Missouri State and Federal legislators. PDF versions of the Data Sheets can be viewed on the GR [District Datasheet](#) web page.

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This entry was posted on Friday, January 15th, 2010 at 8:07 am and is filed under [2010 - 1st Quarter](#).

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## Procurement Services

### "President's Suggestion Box: Car Rentals - Paying Up-Charges to Fill the Tank?"

By Laura Roth, Administrative Assistant for Procurement Services

The Office of the President's "Suggestion Box" has been the recipient of many cost-cutting ideas. An anonymous suggestion passed on to Procurement Services reads:

*"A lot of money is wasted by employees that use rental cars. If the individual does not fill the tank the University pays 1-2 more per gallon to the rental car company. This is currently happening in my dept, which is a UM System dept. This was brought up to the person and it stopped for about a month. Now it is happening again. Laziness and the thought that the rules about cost reduction dont apply..... "*



Procurement Services was already aware of this cost-cutting obstacle. In March of 2009, the University and Enterprise Rent-a-Car / National Car Rental entered into an agreement in which upon return of a rented car, Enterprise would fill the tank and charge only pump price. The re-fueling charge is added to the total charge of the rental.

This innovative business solution with Enterprise eliminated the labor and processing costs of having the University employee fill the tank and submit a Travel Voucher. This contract guarantees full tanks upon delivery, and set fixed rental rates for vehicles leased to University employees, thereby, reducing the overall cost of leasing vehicles for business travel. Even further cost savings are possible thru a billing program, currently being tested by a pilot group with Enterprise (and getting positive feedback – stay tuned!).

It should be noted that the use of Enterprise for University business is not required, and therefore if the University employee uses another rental company with rates not negotiated by Procurement Services, a refueling up-charge is standard and can cost the University unnecessary charges.

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## 2 Responses to "Procurement Services"

1.



**Chris Bouchard** says:

January 15, 2010 at 5:48 pm

How can we get feedback to Enterprise on their poor customer service? For example:

- cars do not have full tanks when they are picked up
- cars are not clean
- long lines that delay getting the cars. Other companies have a more streamline check out procedure that basically hand you the key and you're off. I regularly rent from Enterprise and they require you to show your license, sign and initial a form in six or more places, walk to the car with an agent, etc.

2.



**InFocus Editor** says:

January 19, 2010 at 11:03 am

The best person to contact is Laura Roth at [rothle@umsystem.edu](mailto:rothle@umsystem.edu) or (573) 882-5054. She will be able to get your feedback to the right folk at Enterprise, as well as inform the Director for Procurement Services (Steve Mack), and any other Procurement staff who will be of assistance in the matter.

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## Procurement Services

### **"Enterprise Rent-a-Car/National Car Rental - Online Booking & P-Card Billing (Coming Soon!)"**

*By Laura Roth, Administrative Assistant for Procurement Services*

Nearing the end of the pilot – and with positive feedback from the pilot testers – Enterprise Rent-a-Car / National Car Rentals can soon be booked online and then charged directly to the assigned P-Card. This will greatly reduce Process Cost both at the front end and eliminating the invoicing time. These options will be available early 2010.



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## Minority Business Development

### "2009 Buyer/Coordinator of the Year Award"

By Bill Cooper, Associate Vice President of Management Services

At the 2009 Awards Gala, the St. Louis Minority Business Council presented Dr. Jacqueline Hall Kelly, Director of Minority Business Development, with the 2009 Buyer/Coordinator of the Year Award. Please join us in congratulating Jackie on receiving this most deserved recognition of her dedication and service to the minority business community throughout the state of Missouri and for so positively representing the University of Missouri and the Management Services Division!



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## Sourcing & Supply Chain

### **"Value Analysis Program - Improved Patient Care & Reduced Expenses"**

*By Michelle Reynolds, Value Analysis Clinical Coordinator*

Innovative Business Solutions are happening throughout F & A, but a clear case is seen within the UM Sourcing & Supply Chain division of Management Services (the System Procurement group for University Health Care). By finding an innovative solution to a business problem, not only was patient care improved, but over \$70,000 was saved through the procurement of standardized products for the treatment of hospital acquired pressure ulcers. This story has become a case study for University Health System Consortium Hospitals and will soon be published as an example of "best practices".

The UM Sourcing and Supply Chain team has a Value Analysis Program where System staff work in cooperation with MUHC clinicians and physicians to decrease supply expense and increase the quality of patient care. This program started with an announcement in October 2008 by the Federal Centers for Medicare and Medicaid Services (CMS) that they would no longer reimburse for eight "reasonably preventable" conditions – one of which is hospital acquired pressure ulcers (which are among the most prevalent, costly and dangerous on the list).

At the time, 6.1% of MUHC patients were diagnosed with this condition. Not getting reimbursement for treatment of this condition thru CMS would cost the University over \$90,000 each year due to lengthening hospital stays from the ulcers interfering with the patient's recovery, increasing their risk of infection, not to mention causing extreme pain and discomfort, and sometimes death to the patient (in the U.S., nearly 60,000 deaths each year are reported from these ulcers).

The Value Analysis Program formed a multi-disciplinary Skin Care Task Force to review skin care products and practices, determine a standardization of products and methods with a measurable improvement in patient care, and then to coordinate efforts across MUHC to implement these practices.

From 23 different products being applied in a myriad of methods, the best suited product line (based on review of evidence-based literature, interviews with vendors, and trials of the top 3 products) and the introduction of a required Skin Care Core Curriculum to teach best practices for each staff nurse by the Clinical Education and Development office presented amazing results.

The incidence of hospital-acquired pressure ulcers had decreased from 6.1% to 1.4% (a significant improvement in the quality of patient care outcomes), with an overall net savings of over \$70,000 each year. Other medical business issues are being reviewed by the Value Analysis Program



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- finding innovative business solutions in today's world.

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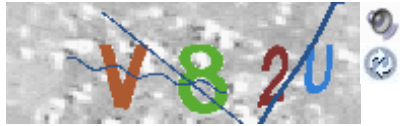
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## Hats Off!

### "Exceptional Customer Service Awards"

By InFocus Editor

The Hats Off program has grown into 2 separate award systems – the Top Hat Awards and the Warm Fuzzy Awards.

The Top Hat Awards are given from "The Top" – Vice President Krawitz presents these awards on a quarterly basis after receiving nominations from her direct reports. Recognizing exemplary work by F & A employees, it is given to those whose performance goes beyond the normal high expectations. The award winner receives an actual top hat to be displayed for that quarter, and a note from Vice President Krawitz recognizing them for their commendable service.



For 1st Quarter 2010, Jane Closterman nominated the following Top Hat Award recipients and said, *"It is my pleasure to nominate two very deserving employees in the Controller's Office for the Finance and Administration's Top Hat Award. Selection of Harold Berndt and Susan Cessac as the Top Hat Award winners for the first quarter 2010 drew overwhelming support from their co-workers."*

*"Overall, Susan and Harold consistently demonstrate the highest level of service to the University at large, in interactions with our customers, and their contributions to the Controller's Office, Finance and Administration Division, and the university community. They are very deserving of the division's Top Hat Award and I am very proud to have them as part of our team!"*

### Susan Cessac, Accountant, Senior Post Award Accounting

Susan effectively assumed additional roles with increasing responsibilities since the July 2009 departure of her supervisor from the University. Susan made a seamless transition to being the point person in various OIG and third party audits and in interfacing with the auditors. In early 2009, the American Recovery & Reinvestment Act (ARRA) of 2009 was enacted that provided stimulus dollars to industries across the nation, including Higher Education and the University of Missouri. With these stimulus funds came an increased emphasis on transparency and accountability in tracking the stimulus dollars spent. The federal government released guidance in late summer/early fall 2009 on the reporting requirements which left little time for recipients of federal stimulus monies to be responsive to the new regulations. Susan quickly got her arms around the ARRA reporting



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requirements by participation in webcasts, monitoring the most recent guidance from federal/industry websites, sharing information with the campus Sponsored Programs Offices and working with the functional lead & programmers in making necessary modifications to the PS grants module. As quoted from one of Susan's co-workers, "The work she did to research and interpret the ARRA regulations played a vital part in our ability to meet the federal deadlines."

Another quote captures the impact Susan has on other co-workers:

"She just quietly works and works and has a great professional attitude, is helpful, and needless to say puts in the extra effort when needed."



**Harold Berndt, Manager of Financial Reporting and Tax**

Harold also assumed additional roles with increasing responsibilities since the June 2009 departure of his supervisor from the University. The busiest time of year for his unit was just starting and Harold welcomed the challenges ahead. The annual external audit by KPMG was completed one month ahead of last year's audit due to Harold's excellent leadership in managing the audit process and providing the auditors with information by the agreed upon deadlines from his endless hours of work and dedication. As quoted from one of Harold's co-workers, "He has done a great job of taking on the leadership role with the accountants and has a great working relationship with the audit team." The Senior Manager with KPMG praised Harold and the ease of working with him throughout the audit.



Harold consistently promotes good customer service and is very focused on delivering service that meets our customer needs. He has built positive customer relations through responsive, courteous, considerate interactions with internal constituents on the campuses, as well as UM System customers. The University of Missouri was recently selected for audit by the IRS of the Unrelated Business Income Tax Return, Form 990-T, for fiscal year ended June 30, 2008. Harold continues to exhibit excellent leadership qualities in responding to the IRS requests for information and in providing guidance to the campuses.



The Warm Fuzzy Awards are given by any staff member within F & A to those who have provided Exceptional Customer Service. Each F & A staff has access to these "Warm Fuzzies" to give out – and they have been popping up in many offices and workstations! The process is informal, allowing each staff member to choose the time and method in which to present the award.

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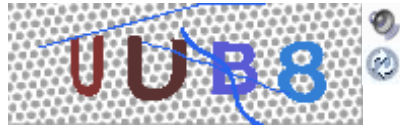
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## Wisdom's Corner

### "Featuring Challenging and Inspiring Thoughts"

By Memoree Bradley, Secretary to the Vice President for Finance & Administration



Behold the turtle. He makes progress only when he sticks his neck out.

- James Bryant Conant

This entry was posted on Friday, January 15th, 2010 at 8:00 am and is filed under [2010 - 1st Quarter](#).

## 2 Responses to "Wisdom's Corner"

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**Marilyn Hall** says:  
January 19, 2010 at 9:12 am

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Correction; the quote should read:

Behold the turtle. He makes progress only when he sticks his neck out. –James Bryant Conan.

(Misplaced "only" is one of my pet peeves)

2.



**InFocus Editor** says:

January 19, 2010 at 11:23 am

Thanks for the correction!

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