

Transforming Administration Program Project Summaries

Updates on Selected Complete and Current TAP Projects

July 9, 2016

Completed Projects – June 30, 2016

Administrators' Information Flow and Feedback Process (Administrators' Council)

TAP Team asked for revision to former Admin Forum. The revisions were made in October 2015 to improve the dialog with the participants and provide advice to Central Administration, and improve the flow of information to the Administrators from Central Administration. Only one person per School/College/Admin Unit was invited to attend (38 total), although proxies are permitted. End of year survey results demonstrated high satisfaction with the revision: 100% found the meeting format effective, the meeting frequency satisfactory (moved to monthly meetings), and receiving material in advance improved participant engagement during the session, and over 80% attended average each meeting.

All meetings began with a review of topics discussed at BODC, President's Cabinet and SCPB. Meeting agendas set by team of Central and School/College Administrators.

Common Approach to Use of Calendar (Outlook)

UW Central Administration Team chartered August – September to develop best practices for use of a common calendar. Completed work was folded into development of Service Standards, created by another UW Central Admin Team (including campus stakeholders).

Recommendation 1: UW Central Administration units should use UW Exchange Online Calendar (Outlook) for all UW-related calendaring activities.

Recommendation 2: The default permissions for all calendars should set at "Free/Busy time, subject, location." This allows others at the UW to view high-level calendar information. Others will not be able to open the meeting request, change it, or view details.

Recommendation 3: It is recommended that everyone use the most recent IT-supported version of Outlook.

Streamline Internal Communications

August 2015: TAP task force chartered by Provost Baldasty to evaluate internal communications practices, outputs and work structures at the UW. The task force was specifically charged with looking for opportunities for UW central administration units to more effectively coordinate and integrate internal communications activities in an effort to communicate with faculty and staff as "one administration with one voice."

February 2016:

- The official scope of University Marketing & Communications (UMAC) was expanded to include serving the communications needs of central administration units (with several noted exceptions, including compliance, self-sustaining, project-specific, unit-specific communications, service-related notifications to targeted audiences, and other communications requiring specialized subject matter or unit-specific expertise). This change creates a viable and efficient central resource for achievement of prioritized internal communication activities, in partnership with unit communications teams.
- Central administration units were structurally re-aligned with dual-reporting relationships into UMAC and personnel lines were reallocated into a centralized resource pool. The dual reporting (including communications leads in Finance & Facilities and UWHR) tightens alignment across UW's internal communication efforts and

enables increased collaboration in a shared internal communication strategy; the centralized resource pool provides greater labor flexibility to address shared communications priorities. *Note: UW-IT is not currently dual-reporting into UMAC due to HR/P work; however, UW-IT is a committed partner in all internal communications efforts.*

March 2016: Completed internal communications plan submitted to Provost Baldasty. The plan was developed collaboratively within the “one administration” framework by central administration unit leads from UMAC, UWHR, UW-IT, and Finance & Facilities. Aligned with the University’s brand strategy, the plan represents a more efficient portfolio of activities and promotes a shared understanding and commitment to the best possible use of central administration resources.

June 2016: Prioritization/phasing of projects outlined in the internal communications plan complete with timelines, project leads and resources assigned.

July 2016: Effective date for all staffing transitions resulting from the structural re-alignment.

Current Projects – July 1, 2016

ABB – Phase 2

The Activity Based Budgeting (ABB) Phase II review committee convened to provide a five-year review of ABB and to make recommendations for the future of ABB. The charge to the committee was shaped by four reports from faculty committees (tasked in July 2015) and responses to a survey about ABB targeted towards deans and administrators.

Recommendations are being reviewed by the Provost. Final decisions are expected by Fall 2016 and will go into effect for FY18 (beginning July 2017).

The major recommendations in the report:

- The Office of Planning & Budgeting (OPB) continue to develop more robust educational resources about ABB
- The Provost and Faculty Senate collaborate to ensure that new courses and degree programs are approved only if they are in the overall interest of the entire institution (versus a single school or college as a result of the unintended consequences of ABB)
- The distribution rules change from the current state (graduate tuition revenue: 20% student credit hours, 80% major enrollments; undergraduate revenue: 60% student credit hours, 40% degree majors) to a similar distribution for both undergraduate and graduate tuition (80% student credit hours for both; 20% major enrollments for graduate and 20% degree majors for undergraduate revenue)
- The Office of Research facilitate negotiations to reexamine the flow of indirect cost recovery (ICR) funds through ABB to several large Organized Research Units (ORUs) that provide resources to researchers in academic units
- Deans forge partnerships to address revenue issues associated with the heavy employment of graduate students in schools/colleges other than those in which they are enrolled
- Deans work together to recommend strategies that will ensure that graduate education receives adequate support under ABB
- That the next review of ABB take place in three to five years.

Service Standards for Central Administration

Transforming Administration Program (TAP) is rolling out the Culture of Service program throughout central administration (units that report to vice presidents, vice provosts, and chancellors), with support from Organizational

Excellence. The goal is to create standards across administrative units to increase consistency, access, and overall satisfaction for those we assist within the University and among our external constituents.

The service standards are derived from a campus survey conducted Summer 2015. The purpose of the survey was to get sense of what the central administrative units do well and what improvements would be useful. The standards focus on: 1) Common Use of Microsoft Outlook for email and calendar, including open calendars; 2) Voice mail and email standardizing including response time and who to contact if absent, 3) Human factors: knowledge, friendly, consistent, accurate

A separate central administration workgroup is developing a plan to evaluate the service standards starting in winter 2017.

Paper Reduction

The Paper Reduction Committee is comprised of cross-functional representatives from Seattle, Bothell and Tacoma and led by project leaders from Procurement Services and Creative Communications. It is responsible for implementing the State's mandate to reduce paper consumption by 30% and purchase only 100% PCR white bond copy paper. The UW Paper Reduction website is available here: <http://green.uw.edu/paper-reduction>.

Since its inception, the Committee has developed metrics to track paper reduction, implemented outreach programs and resources, and engaged campus partners to support paper reduction efforts. The Committee worked with the Office of Educational Assessment to support the rollout of online course evaluations, significantly decreasing a paper-intensive process.

The Committee identifies administrative units to accelerate paper reduction practices, is currently working on solutions to suppress automatically generated paper reports through encouraging the use of My Financial Desktop. The Committee provides ongoing outreach that informs all three campuses about paper reduction best practices and collaborates with the Managed Print Services program to ensure machines are set to default duplex printing. The Committee also worked with eProcurement suppliers to switch all white bond copy paper options to 100% post-consumer recycled.

The Sustainability Dashboard (<http://green.uw.edu/dashboard/paper>) tracks metrics, which indicate a downward trend in aggregate paper purchased and per capita consumption.

MyResearch

Note: all projects include campus stakeholders (faculty, staff) in addition to leadership and staff in Office of Research.

HoverBoard: Hoverboard (eIACUC): Implementation of an eIACUC solution (HoverBoard) for managing the functions of the Institutional Animal Care and Use Committee which includes animal use protocol review and approval, semi-annual site visits and annual regulatory agency updates. The key metrics will include reduction in protocol turnaround time (submission date to approval date), reduction in OAW protocol review hours (OAW-person hours spent on protocols), decrease in frustration from our customers regarding transparency of where items are in the review process and a successful bulk migration of all currently approved protocols into HoverBoard (100% conversion of all protocols).

Zipline: Implementation of an electronic IRB system ("Zipline") for the review of human subjects research that replaces the current paper-based system. Also making wide-ranging major changes in the people, processes, and technology of the Human Subjects Division (HSD), which were grouped together as three major projects after detailed planning. (1) **People:** evaluated and revised HSD organizational structure to improve accountability and engagement; equalize workload; increase expertise, nimbleness, and flexibility. (2) **Process:** Simplify business processes; align with the new software system; consolidate and overhaul forms; reduce work and decisions required of researchers. (3) **Technology:** Worked with vendor to configure and customize software product; develop interactive online tutorials; develop and

execute “saturation” campus communication plan. Most metrics will not be available until completion. However, the staff re-organization (completed in fall 2015) has already significantly reduced the average turnaround time for the most common type of IRB review by 31% as well as reducing the range of review turnaround times by 35%.

Funding Status: The Funding Status tool provides campus with one place to go to access information on sponsored programs from proposal processing through award receipt and budget set-up. The Funding Status tool was designed with campus input to reduce administrative burden and assist with research administration and compliance.

This tool provides campus with the following: Personalized Dashboard, Status Visibility, OSP and GCA Contact Information for each step; Important Award Comments; Direct Links the System to Administer Grants Electronically (SAGE) and GrantTracker budget information.

FY2016 statistics: In comparisons between the first four months (Oct – Jan) to the most recent period (Feb – May):

- Number of unique users on campus that have accessed MyResearch **up 124%**.
- Number of unique users on campus that have used the Funding Status feature is **up 159%**.
- Number of unique users on campus that have used Grant Tracker to access MyResearch Funding Status is **up 580%** for the period (*note there was a very large usage spike in June 2016 after a renewed campus-wide communication*)

Training Transcript: Training Transcript aggregates 8 different sources of research-required training completion records into a single transcript for ease of monitoring compliance and reducing administrative burden. Since January 2016, Training Transcript usage has increased 106%. From 121 visits to 250 visits per month.

SAGE Suite Technical Uplift: The SAGE Suite is running on old technology and ready for infrastructure improvements in order to bring the product to a more maintainable state and position itself to serve the University’s grant administration needs into the future. Making critical investments in the architecture of SAGE at this time will allow ORIS to achieve greater scalability and expand the product to meet the mission critical business needs for the overall administration of research at the University. The project is currently finalizing the planning phase and evaluating baselines to establish.

Subawards: Focus on three main areas: 1) turnaround time for actions, 2) transparency within the process, and 3) campus engagement and training. Turnaround times have been greatly improved with the implementation of the “Subawards in SAGE” module, through focus on streamlined internal processes, and by the hiring of additional staff. Turnaround times as of early 2015 were approximately 6 weeks (from the time of department submission to issuance of a subaward). With Subawards in SAGE, we have eliminated assignment time from one week to 2 business days. Early indications are that most subawards are being issued within 15 business days of assignment. Transparency within the process has been addressed, initially through a status report in the UW Business Intelligence portal, and now by Subawards in SAGE. School and College administrators input has been, and continues to be, invaluable in this process. We are educating and empowering campus administrators regarding their critical role in the subaward process. The CORE course Subaward Fundamentals for PIs and Departments provides an overview of the subaward process and various roles and responsibilities of central offices, PIs, and department administrators.