TRANSFORMING ADMINISTRATION PROGRAM

Board of Regents, July 14, 2016
https://tap.uw.edu

What is TAP?

- The Transforming Administration Program launched one year ago by President Cauce and Provost Baldasty with a goal of enhancing the culture of service in UW's central administrative units.

- A 2015 campus survey, along with feedback from UW leadership, administrative teams and academic units, was used to guide TAP projects.

- Since initial launch, 35 projects have been with 28 projects in progress and 13 completed. Additional detail on these projects can be found on the TAP website at: http://tap.uw.edu/projects/tap

- In April, TAP focus shifted to "Big 3" areas of strategic focus in the next year. Remaining TAP projects will continue to be tracked by Organizational Excellence (OE).

What does success look like?

- Value-based decision making

- Clear and consistent policy development and implementation

- Collaborative, solutions-oriented customer service

- Easily accessed and consistent data for decision support

- Engaged, empowered and collaborative leadership working together

- Continuous process improvement and innovation

President & Provost "Big 3" Focus Areas

- Systems
  - HR/Payroll
  - Finance Transformation (work plan to be added in September)

- Structure
  - Central Administration
  - Executive office

- Accountability
  - Organizational assessment and service delivery

Systems: HR/Payroll Modernization

Goal	Timeline	Key progress to date	Status
Successfully launch HR/P on-time and on-budget according to May BOR "re-set."	• Summer 2017	• Received BOR approval for revised timeline and budget • Re-org from technical implementation to business transformation complete. • First cycle of payroll testing complete • Orientation to key concepts to 130 program staff, business owners and stakeholders • Design validation in progress	YELLOW
Successfully launch and stabilize a new, Integrated Services Center (ISC).	• Design (July 2016) • Build (January 2017) • Deploy (April 2017)	• Initial, detailed design is complete • Initial staffing plan has been drafted and is being reviewed by key stakeholders • Initial case management design has been established and is being configured in UWConnect	GREEN

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Structure: Central Administration

Goal	Timeline	Key progress to date	Status
Assess current leadership structure	June 2016	• TAP and outside consultant review of UW structure compared to peers • Annual evals for all senior leadership • 360 evaluations and performance expectations set as appropriate	COMPLETE
Fill key senior leadership positions	June 2016	• Provost • VP of OMAD • Athletic Director	COMPLETE
Revise senior leadership structure	Fall 2016	• Active recruitment for Executive Vice President • Interim plan in place for Planning and Management	YELLOW
Align central administrative structure to support strategic decision-making	Winter 2016	• Compliance Office report to Provost • Investment Office report to OOP • Plan for audit direct report to BOR	YELLOW

Structure: Executive Office

Goal	Timeline	Key progress to date	Status
Assess status of Provost and President Office	COMPLETE	• Engaged Organizational Excellence to perform assessment • Assigned OE lead to manage project • Conducted interviews with all staff	COMPLETE
Revise senior leadership structure	June 2016	• New job descriptions, titles and performance expectations set • Formal transition plan target of end of fiscal year	COMPLETE
Revise and consolidate support staff structure	July 2016	• Re-org complete • Hiring staff to support consolidated structure underway	GREEN
Formalize new structure, policies, procedures to support shared operations	Oct 2016	• Consultation with President, Provost and HR in process	GREEN

Accountability: Central Admin Service Delivery and Assessment

Goal	Timeline	Key progress to date	Status
Assess status of standards across central admin	June 2016	• TAP/OE leadership groups assembled, completed assessment, submitted report • Final recommendations shared with senior leadership for input	COMPLETE
Identification of "top three" improvements from campus surveys	Summer 2016	• TAP surveys complete • Feedback from senior leadership (BODC, Cabinet)	COMPLETE
Formalize new policies, procedures, changes to support recommendations	Fall 2016	• Progress to date included on slides 9-12	GREEN
Integrate into senior leadership performance evaluations	2017 annual review cycle		GREEN

Progress updates on Top 3 Improvement Areas Identified by Board of Deans and Chancellors

- **Academic Personnel**
  - Dissatisfaction with the requirement and process for submitting annual hiring plans resulted in business process mapping and leveraging technology to create, with user input, a web-based tool to allow for simplified submission, required completion of non-optional fields, submission and approval status tracking, and one source of information. Initial feedback has been positive and satisfaction surveys will be used for continuous improvement.

- **Office of Sponsored Programs**
  - A refocusing of manager portfolios has provided the capacity for enhanced attention to process consistency, efficiency and outreach. A reconfigured contracts team is positioned to more effectively handle specialized contracts, including clinical trial agreements. Faster turnaround of subawards (from 6 weeks to 15 days) has resulted from process improvement and staffing adjustments, through collaboration with Procurement Services and campus administrators.

- **Cost of Facilities – see slide 11**

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Progress updates on Top 3 Items Identified by Administrators' Council

- Access to Financial Data

  - OPB's Institutional Analysis team developed self-service interactive dashboards that compare the UW's revenues, expenses and endowment values and to financial data reported by peer institutions. And as part of the process to transition a subset of the UW's financial data to a new Enterprise Data Warehouse, OPB and UWIT's Enterprise Data Analytics team have streamlined the sourcing of data, founds ways to provide data in a more timely manner, and adjusted the presentation of certain data to enhance user experience.

  - UW Finance Transformation began work on the Administrative Finance Portal, with an inventory of the various sites that currently contain financial policies completed and an inventory of the existing policies. This work was completed with coordination with the Financial Management, Grant & Contract Accounting, Student Fiscal Services and Office of Planning & Budgeting.

Progress updates on Top 3 Items Identified by Administrators' Council

- Cost of Facilities

  - Capital Planning & Development and Facilities Services staff, along with key campus customers, formed a team to create and implement a plan with timeline, goals and metrics to drive down the costs of remodels, design and small projects in both organizations while improving service delivery satisfaction. Small projects are defined as $50k-$350k, to include office renovations, labs and animal care facilities.

  - Improvements have reduced costs by 10% in Facilities Services and 5% in Capital Planning & Development, with many more planned improvements underway including working with State Relations to modify state law to raise thresholds for small works.

- Academic Personnel – see slide 9

Updates on Top Areas of Concern from TAP Survey

- Procurement Services

  - In order to respond more quickly to email and phone requests, additional staff were assigned to Procurement Customer Service, meetings were reduced and staff provided dedicated concentration time. Email (2 days) and phone response (same day) standards were set and as of May are achieving goals of 90% for both. Additional improvements were made to the website, customer service training, and subaward process in e-procurement. A new initiative to improve customer service across several departments has been launched, beginning with restructuring that consolidates support for similar transaction activities within Procurement Services.

- Coordination between Research Support Offices

  - The Office of Research Information Services and the Office of Sponsored Programs in the Office of Research and Grant & Contract Accounting in Finance and Facilities collaborated to create a Funding Status tool (announced in January 2016), providing campus with centralized access to sponsored programs information from proposal processing through award receipt and budget set-up. The tool provides a personalized dashboard, status visibility, contact information, important award comments and direct links. Metrics (February – June) show an increase in use of 159% unique users.

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Questions and Discussion