Transforming Administration Program (TAP) Update

This item is being presented for information only.

BACKGROUND

In 2014-15, the Board of Regents established a standing agenda item to highlight administrative efficiency efforts at the University of Washington. This standing item is now being presented within the context of the Transforming Administration Program (TAP).

The Transforming Administration Program is a key initiative in the Office of the President and Office of the Provost. The overarching mission of TAP is to transform UW administration into an enhanced culture of service. TAP encompasses all central administrative units (those led by Vice Presidents and Vice Provosts).

In April 2016, TAP focus shifted to "Big 3" areas of strategic focus in the next year. This includes systems (HR/Payroll, Finance Modernization), structure (central administration, executive office) and accountability (organizational assessment and service delivery).

The Board received a detailed update on systems (HR/Payroll Modernization) at the May meeting. The TAP presentation in June was removed and deferred due to time constraints. The presentation this month will provide a quick update on structure (central administration, executive office), but will primarily focus on progress in the area of "accountability" (organizational assessment and service delivery).

Attachment
Transforming Administration Program Update July 2016
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

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

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<td>Assess current leadership structure</td>
<td>June 2016</td>
<td>• TAP and outside consultant review of UW structure compared to peers&lt;br&gt;• Annual evals for all senior leadership&lt;br&gt;• 360 evaluations and performance expectations set as appropriate</td>
<td>COMPLETE</td>
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<td>Fill key senior leadership positions</td>
<td>June 2016</td>
<td>• Provost&lt;br&gt;• VP of OMAD&lt;br&gt;• Athletic Director</td>
<td>COMPLETE</td>
</tr>
<tr>
<td>Revise senior leadership structure</td>
<td>Fall 2016</td>
<td>• Active recruitment for Executive Vice President&lt;br&gt;• Interim plan in place for Planning and Management</td>
<td>YELLOW</td>
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<tr>
<td>Align central administrative structure to support strategic decision-making</td>
<td>Winter 2016</td>
<td>• Compliance Office report to Provost&lt;br&gt;• Investment Office report to OOP&lt;br&gt;• Plan for audit direct report to BOR</td>
<td>YELLOW</td>
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## Structure: Executive Office

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| 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

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| 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
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.
Questions and Discussion