

University of Washington  
Faculty Council on Research  
Wednesday, May 11, 2011, 9:00 a.m.  
142 Gerberding

**Meeting synopsis:**

1. Call to Order and Approval of Agenda
  2. Approval of minutes from April 13, 2011 FCR meeting
  3. Announcements
  4. Requests for Information and Updates
    - Update on changes in Grant and Contract Accounting – Sue Camber
  5. Adjournment
- 

**1. Call to order**

Council chair Ron Stenkamp called the meeting to order at 9:03 a.m.

**2. Approval of Minutes**

The minutes from the April 13, 2011 meeting were approved as written.

**3. Announcements**

Eaton said that when President Young arrives, Interim Provost Lidstrom will return as Vice Provost for Research, and he will return to his position as Associate Vice Provost.

Wright said it would be useful to have Lidstrom come to the council and talk about how changes in tuition rates will affect the relationship of research to education on campus.

**4. Requests for Information and Updates**

***Update on changes in Grant and Contract Accounting***

Sue Camber gave an update on changes in Grant and Contract Accounting (GCA). She specified that it is the post-award office, dealing primarily with accounting functions. Camber went through a presentation [**Attached – Appendix A**] detailing growth in research volume, office goals and lean initiatives, statistics on backlogs, and conclusions based on changes made in the last year.

During the course of the presentation, questions and comments clarified the following points:

- UW has fallen behind with staffing compared to volume of research when looking at national trends.
- Closing within 120 days of expiration is a bigger challenge than some of the other goals [Slide 4].
- Office staff are cross-trained but often working at one station. There are roughly 32 people in the campus services unit and 51 people all together.
- To preserve institutional memory, tools like documenting process steps and document changes are used. One council member suggested starting a wiki for the office.
- Work needs to be done with the Office of Sponsored Programs to allow budget setup time in GCA to go from an average of two days down to 24 hours.
- Major peaks in workflow occur as budgets expire in June and reports are due 90 days after, and there are a lot of December expirations. Other movements in the graphs can be attributed to major process changes.

- Extra efficiencies have primarily come from changing the process, rather than putting in extra money.
- There is recognition that there is a breaking point and workload cannot continue to increase indefinitely with the current office size. If reports weren't in, sponsors could refuse to fund or levy fines.
- Typically there are not a lot of fines, but sponsors have threatened to shut funding down, usually for problems with progress reports or financial reports.
- One council member suggested using a normalized risk number.
- In the event of a shutdown, usually what would happen is the sponsor wouldn't fund any new grants. Typically it's just a delay. Some universities have had expanded authorities taken away and/or restrictions placed upon them, for not getting things done on time and other issues.

## 5. Adjournment

The meeting was adjourned at 10:30 a.m.

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*Minutes by Craig Bosman, Faculty Council Support Analyst. <cbosman@uw.edu>  
Minutes approved by electronic vote in June 2011.*

### Present:

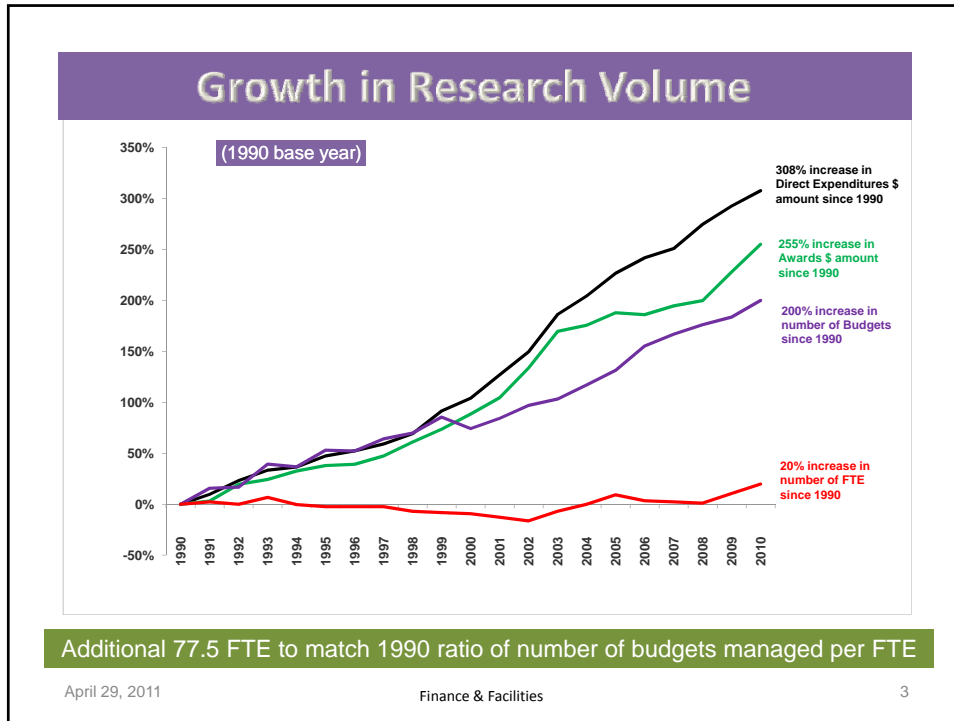
Faculty:	Stenkamp (chair), Spieker, Wright, Vogt, Roseler
President's Designee:	Eaton
Guests:	Camber, Chronister

### Absent:

Faculty:	Curran, Haselkorn, Jain, Fluharty
Ex Officio:	Smith, Starostina, Pantazis, Spelman, Nolan

A presentation slide with a white background. At the top, a purple horizontal bar contains the text "Supporting Research" in white. Below this, a dark red rectangular box contains the text "Faculty Council on Research Grant and Contract Accounting" and "Sue Camber, Associate Vice President Financial Management" in white. In the bottom right corner, a small green box contains the date "May 11, 2011" in white.

A presentation slide with a white background. At the top, a purple horizontal bar contains the text "Grant and Contract Accounting" in white. Below this, a dark red rectangular box contains the text "Our goal: Speeding the pace of scientific progress" in white. Below that, a green rectangular box contains the text "Reducing administrative burden to PI (currently estimated at 42%)" in white. At the bottom left, the date "April 29, 2011" is written in small black text. At the bottom center, "Finance & Facilities" is written in small black text. At the bottom right, the number "2" is written in small black text.



- ### Ultimate Goals
- Budget set up: 24 hours
  - Invoicing: by due date
  - Reporting: by due date
  - Closing: within 120 days of expiration
  - Prompt response to all customer inquiries
  - Standard approaches to all processes
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## Initial LEAN Initiatives

### Closings

- Improvement goals
  - Eliminate backlog of 5478 budgets
  - Close budgets within 120 days of expiration

### Invoicing

- Improvement goals
  - Submit timely invoices
  - Eliminate backlog of unbilled invoices

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## Closings: Re-envisioning our space

A space dedicated  
to accomplishing one goal.

This area had:

- No distractions
- Checklists with clear steps
- Accountability
- Immediate feedback
- Visual cues






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## Visually Flowing the Work

- ▶ Visual Cues
- ▶ Pending cash & journal voucher processing
- ▶ Problems to Resolve



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## Closing process—before

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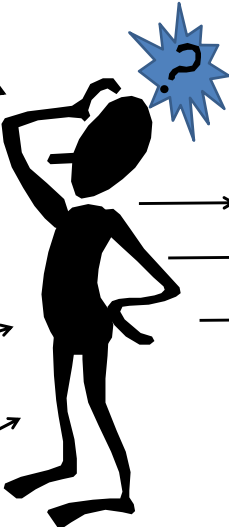
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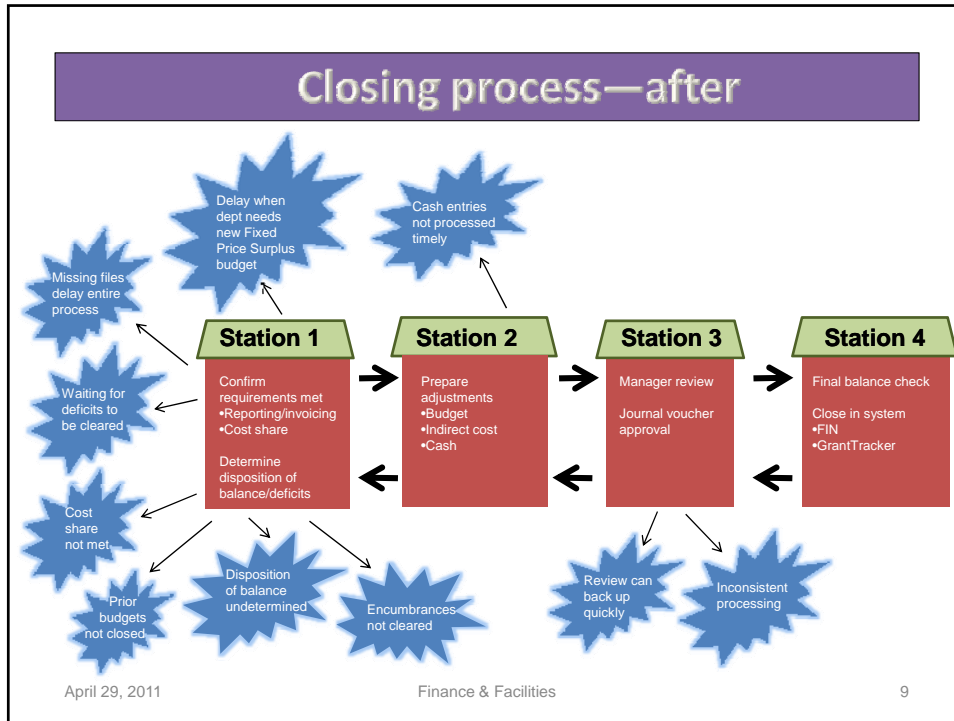
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**Challenges**

- What is being worked on?
- When will it be done?
- What challenges are being encountered?

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- ### Third LEAN Initiative: Campus Services
- Improvement approach
    - Build on initial LEAN improvements
    - “Stream” all processes
    - Provide consistent campus interface
    - Level work
    - Standardize processes
    - Eliminate waste and wait time
    - Use visuals in all streams
    - Develop daily goals tied to demand
    - Track actuals and identify gaps on a daily basis
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## Third LEAN Initiative: Campus Services

- Timeline

- LEAN launch – August 2010
- Launch four major streams – October 2010
- Staff grant analyst team – December 2010
- Launch additional streams – March 2011

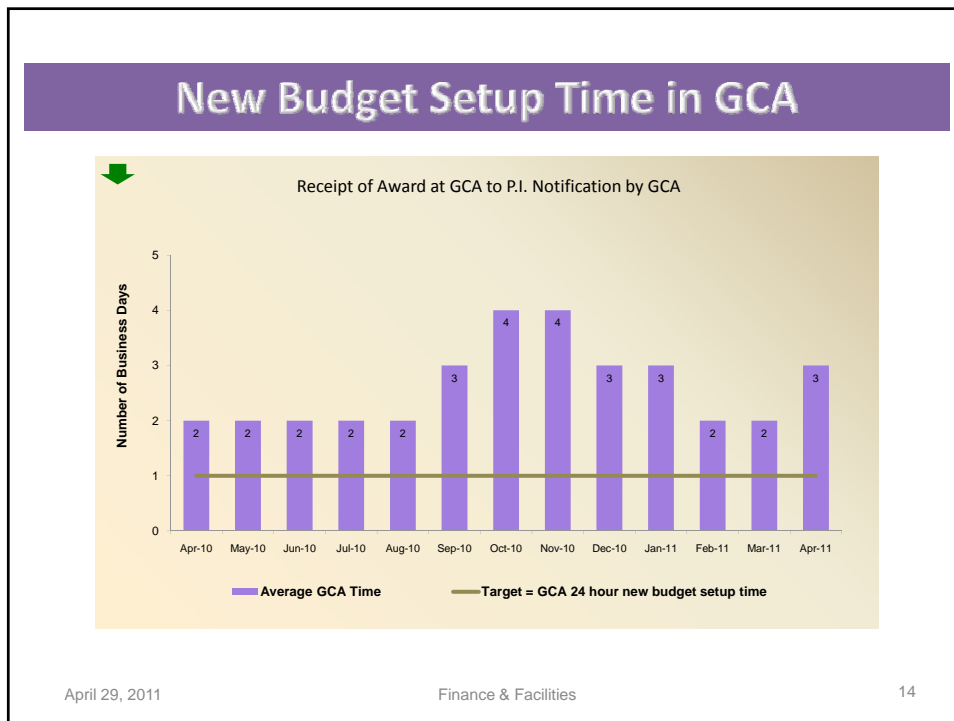
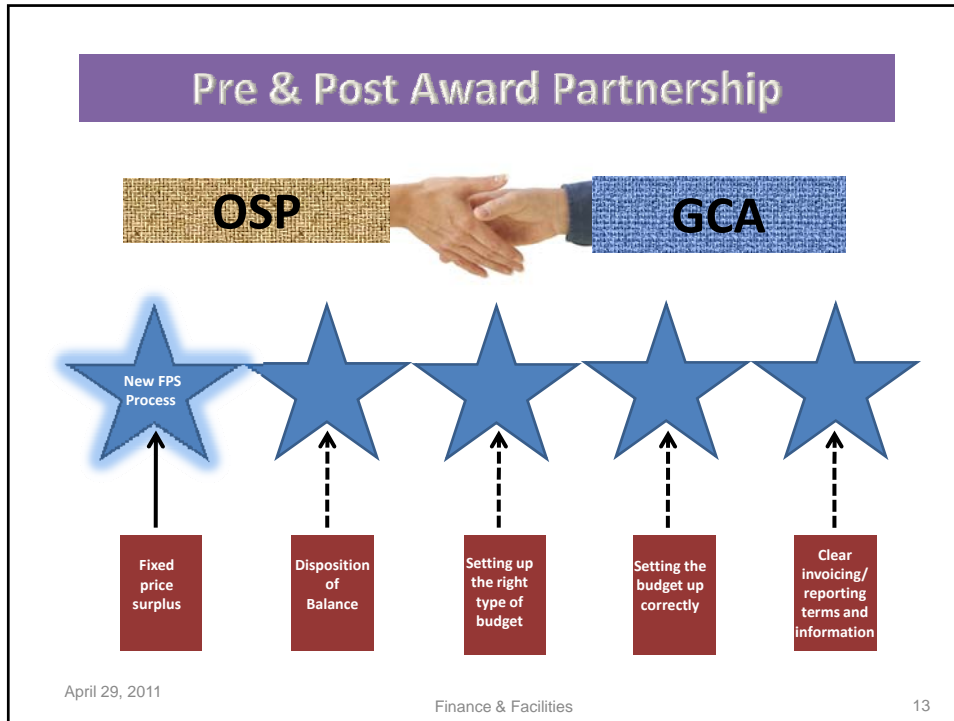
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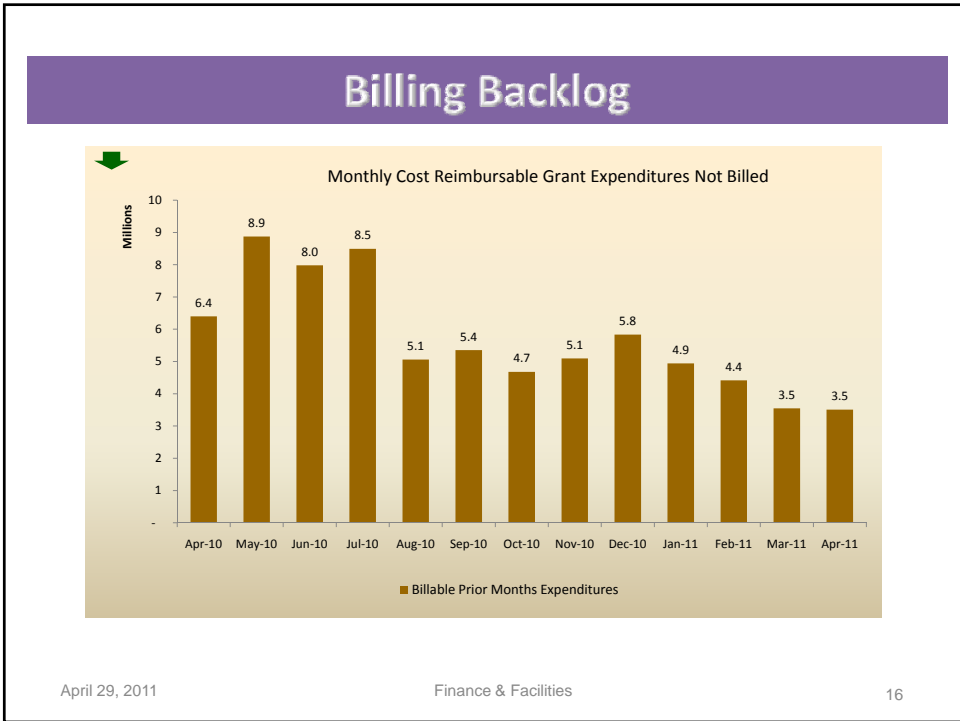
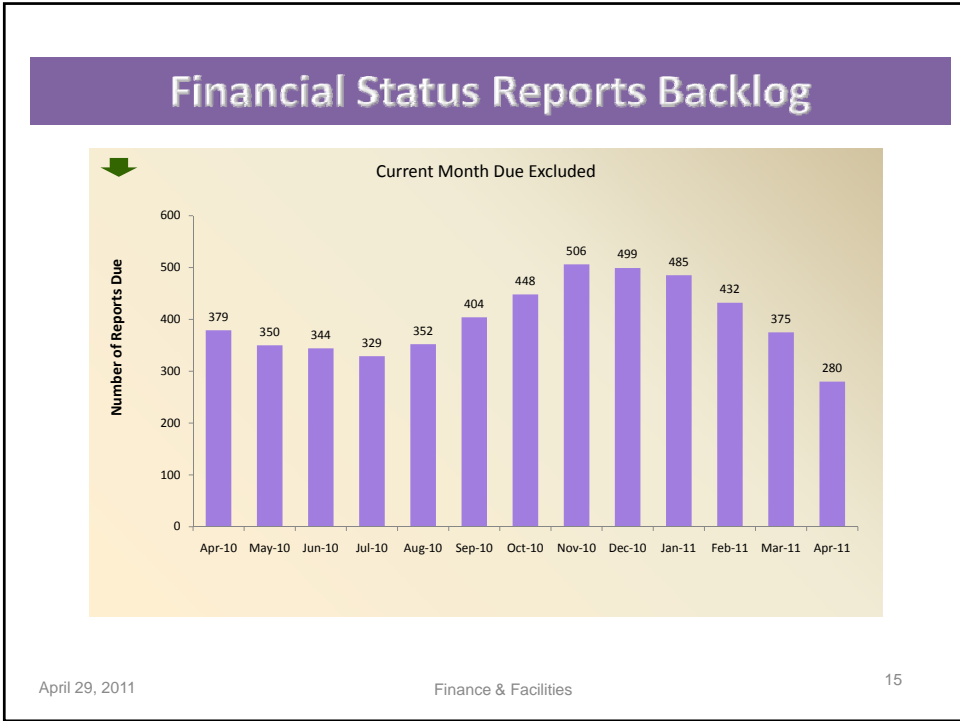
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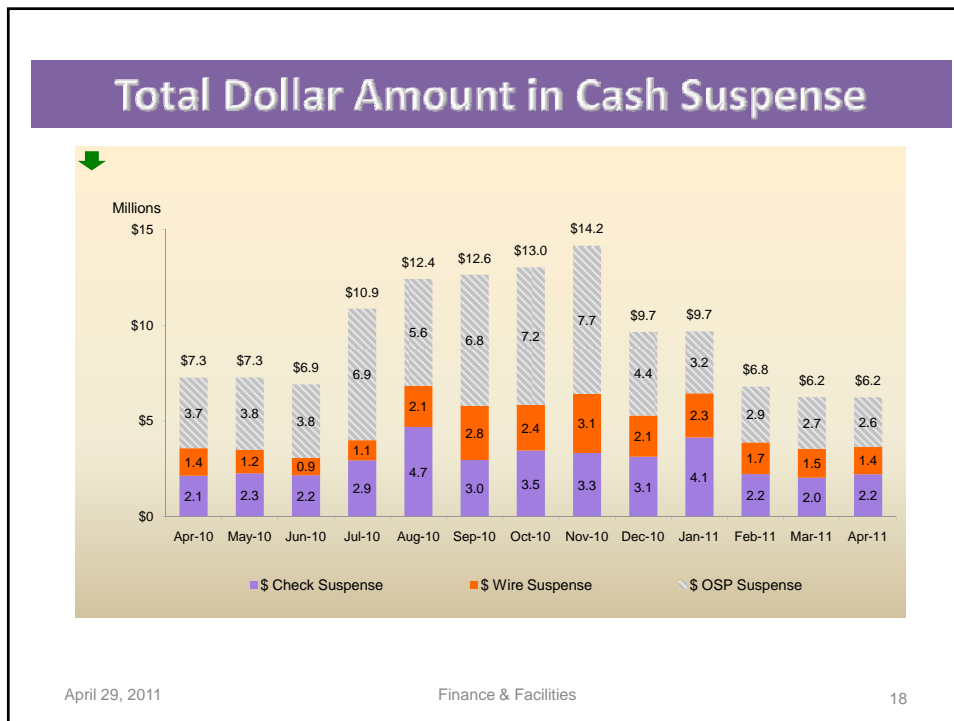
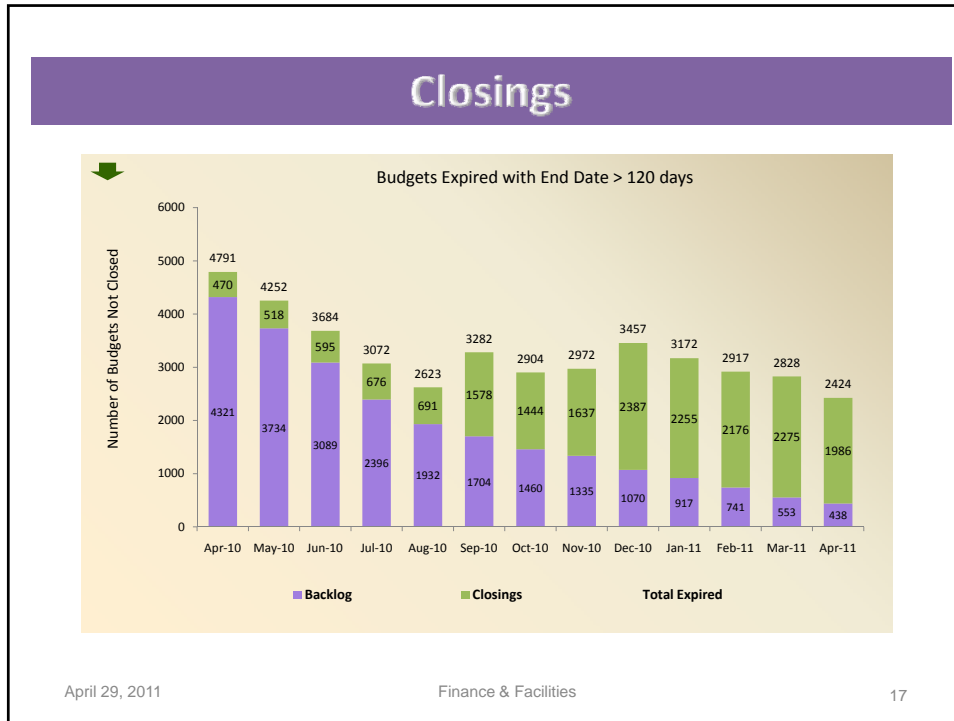
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## What we discovered...

- Productivity trending up in all streams
- Backlog trending down in all streams
- Where we have standardized, it's having an impact
- Staff and leaders are engaging in the change
- Beginning to hear positive feedback from campus customers

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## Customer comment—one year ago

“GCA staff are wonderful and very helpful WHEN they get to my problems.

Sometimes it is MONTHS before they get to some issues—particularly closings and cost sharing issues.

I believe this is a reflection of a department that is sorely understaffed for the volume of work they must process.”

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## Customer comment—last week

“ I just wanted to say how much I appreciate all the work that GCA has been doing for our departments lately.

I know the entire university asks a lot of your teams and that there has been so much work done in the transition and with the new LEAN process.

I have noticed a tremendous difference in the quantity and quality of the GCA service, and it is making my work so much more manageable and productive.

Thanks so much for the great work!”

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## What's next?

- Compelling and succinct goals
- Visual links and solid hand-offs between streams
- Standards around daily change
- Incorporating additional lessons learned
- Closing the gap between goals and actual

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