NEW DIRECTIONS

Quality Improvement in Financial Management at the University of Washington
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In this edition:

To view the online edition, point your browser to:

http://www.washington.edu/admin/finmgmt/qi/directions/oct04/index.htm

Letter from the Editor

By Lily Gebrenegus

Happy autumn, Financial Management! Ah yes, it's that time of year when the leaves change their colors, the infamous Seattle rainfall begins, and students start trickling in from all around the world. Campus is alive with activity after a quiet summer and with all these changes, it's only appropriate that FM keep up. There's a lot in store this quarter, so let's get started!

Are you kicking yourself for missing this year's Cultural Fair? If so, be sure to check out this recap!

Are you wondering how to improve your public speaking skills? You're in luck because this issue has provided its usual article totally dedicated to Toastmasters!

Wondering how the state's ethics laws may affect you and your job? Fear not! We have anticipated your need with an article from Internal Audit!

Have you been kept awake with burning questions about the Treasury Office and what it's all about? Worry no more! Autumn has brought you a FIN MAN 101 that will educate and inform!

Enjoy the fall!

The following articles are contained in this issue:

2004 SFS Retreat

by Diane Cooley

On Thursday, September 9, 2004, Student Fiscal Services (SFS) closed the office and gathered for the day at Washington Park Arboretum. We charted our accomplishments over the past year and recognized people for their individual participation on teams. Wow, we've done a lot! All of us have been involved in at least one team or project that has improved our processes and customer service.

After admiring our successes we broke into groups to talk about recognition – how we like to be recognized and better ways to give recognition. Then we moved on to information to help us plan for the coming year. We heard reports on Strategy Mapping, the Knowledge Worker Initiative and the Dashboard.

An extended lunch break gave us the opportunity to walk around the Arboretum, watch a video or play a game. Re-energized, we were ready to hear a report from the Outreach Unit on all their activities this summer. Every person in SFS contributed to the success of our Outreach programs and each staff member was presented with a candy bar in recognition of the help provided.

The next report was on our annual Spring Survey. The feedback from our customers will help as we form a team to look at customer service, especially the online services. The final report was from the Cross Collaboration team. This team was formed as a result of our retreat last year. Their goal was to look at ways to improve communication within SFS.

Armed (and perhaps a little overwhelmed) with all this information, we broke into small groups to flesh out the recommendations and ideas for improvement. We closed with a report from each group and a call for volunteers to serve on new task teams. These teams will be forming soon and should begin work after we get past one of our busiest times of the year – the start of Autumn Quarter and the arrival of new students.

The FM Cultural Fair – What an Accomplishment!

by Libby Graham

Our first-ever FM Cultural Fair was an overwhelming success according to those who contributed to and attended the event. We received numerous compliments by email and the "Comments Box." It took a lot of planning and perseverance but all of us on the RAVE team really put our hearts into it and it paid big dividends. We couldn't have done it without the help of the Dream Team and members of the RQT. And, of course, it was the participation of all of FM that made the event so special!

The Fair created a fabulous opportunity for FM to demonstrate the diversity of our cultures and backgrounds through art, artifacts, religion, literature, music, dance, costume, and cuisine. The Ethnic Food displays were most creative and delicious and thank heavens there was plenty to spare! The dishes included Scandinavian brown sugar shortbread, Hawaiian pineapple cake, Greek hummus and pita bread, and Filipino chicken adobe. The religions exhibit was truly exquisite. There were "prayers before meals" taken from such various religions as Buddhism, Hinduism, and Islam, and even a Bible in Pidgin English – a great hit with FM folks!

Everyone was "stunned", including our UW Executive Vice President Weldon Ihrig, at the array of beautiful artifacts, and more than 30 countries were represented in these displays, which filled two rooms at the Ethnic Cultural Center. The items ranged from an ox bell from an 1846 Oregon wagon train to African wood tribal masks to Japanese silk dolls. The Literature display was very beautifully designed and charming as well. The items included four framed Hawaiian cruise menus, old English garden books and an original Laura Ingalls Wilder "Little House" book, to name a few. The Costume exhibit was lovely. There was an especially quaint red and white Danish costume with dress and cap and many fine Indian batik outfits for men and women. The display also featured a wide-brimmed black sombrero as well as several fine silk dresses from the Orient. There was a most interesting exhibit of fact sheets and maps and brochures of different cultures, graciously put together by **Dick Simmons** and **Denise Murillo**. It described in detail the origins and customs, as well as gave a pictorial description of many countries of the world. Beautiful posters of different continents and regions added visual interest.

Music galore played on CDs in every display room and so many folks made a contribution, whether it was African chanting, Spanish Flamenco or Hip-Hop. All the dances and storytelling held in the Black Room were just incredible and well-attended. Roger Fernandes, the storyteller entranced us with tales of the Salmon People and other Snoqualmie Native American traditions.

The Pacific Dance Studio was very professional and glamorous and put on quite a show. Not only were the two dancers very entertaining, but several people from the audience joined them. **Tami Sadusky**, director of GCA, demonstrated some amazing moves.

We thoroughly enjoyed the dance with bamboo poles performed by **Erlinda Antonio** and **Georgette Brewder**, and it proved to be quite tricky after all. The African dance demonstration from **Agnes Acholonu** and her sister-in-law, **Angela Acholonu**, was so very authentic and to cap off the afternoon, our very own **Frank Montgomery** taught us hands-on to do a fun line dance.

The four center room demonstrations – oriental tea service by **Mai Lin Chua**, sign language interpretation by **Katrina Day**, abacus by **Li Chang Wong** and origami by **Suzann Wright** proved to be very enlightening and well received. In addition, we gave some lovely door prizes to those who won in the drawing, such as collapsible luggage, an African bracelet, a $25.00 gift certificate to Cedar's Indian Restaurant and many others.

We want to express our great appreciation for this splendid event, and may you take something from it that stays with you forever. Thank you so much for your participation! Shalom!

SIDEBAR:

The RAVE, DREAM and RQT teams

<u>RAVE Team</u>
Agnes Acholonu
Ruchi Aggarwal
Mai Lin Chua
Karen Crowder
Libby Graham
Paul Jeganathan
Dick Simmons
Shelly Yen

<u>Dream Team</u>
Jaeson Albritton
Heidi Anderson
Erlinda Antonio
Linda Braziel
Denise Murillo
Thanh Nguyen
David Wright

<u>Representing the RQT</u>
Katrina Day
Steve Wang

Link up to Diversity

by Zach Luther

Over the past few years, you may have noticed that diversity has become an increasing priority for Financial Management. In November of last year, the RAVE diversity team implemented a 2004 Diversity Calendar, viewable at: http://www.washington.edu/admin/finmgmt/diversity/divcal/ .
Shortly thereafter, in January 2004, Diversity Connections was born: A website devoted to cultural awareness and recognition, created by and for members of Financial Management.

Diversity Connections is updated at the beginning of each month with a wealth of new information. Articles about holidays, traditions, and famous people with ties to cultural diversity are all offered, along with recipes and a new staff profile each month. RAVE team members frequently contribute articles, but submissions are gladly welcomed and everyone is encouraged to write.

The site is the brainchild of the RAVE Team, who dreamed of a friendly site where people could find information about interesting cultural events and historical persons, as well as learning a bit more about others in the department. It's also a place where FM employees can communicate with each other, on the "FM Diversity Message Board." A new question is posted each month to stimulate discussion. Those who post need not use their real names, and may safely remain anonymous if they so choose. The RAVE Team would love to see more people expressing their opinions and ideas on the message board, so take a look at it at:
http://catalyst.washington.edu/webtools/epost/register.cgi?owner=rave&id=8076 .

The site's layout was initially created by **Zach Luther**, and with a recent graphical revamp by **Michael Fero**, it now looks better than ever! Drop on by to read the October issue of Diversity Connections. It's on the web at:
http://www.washington.edu/admin/finmgmt/diversity/ .

The RAVE Team is:

Karen Crowder (FM)
Paul Jeganathan (Treasury)
Ruchi Aggarwal (MAA)
Libby Graham (Payables)
Dick Simmons (SFS)
Agnes Acholonu (Payables)
Shelly Yen (GCA)
Mai Lin Chua (SFS)

Paperless in the U of W

by Anita Bingaman

Starting with the September 10th pay day, Check Advice Slips were no longer automatically printed. (The Slip was a record of Earnings and Deductions given out on each pay day.) Instead, employees, log into Employee Self Service and print an Earnings Statement, which has the official UW logo and a watermark that can be seen if the Advice is held up to the light, which means that these earning statements can be used at mortgage companies and bank when proof of earnings is required.

This change has meant savings on many fronts. It has eliminated the expense of printing 25,000 check advices twice a month. It has also saved time in Payroll and the departments. The Payroll Office no longer needs to sort and insert those 25,000 pieces of paper into folders for 410 departments. It has also reduced the length of time four Payroll people need to stand in the lobby handing out the Advices and the time department payroll coordinators spend collecting the Advices. The departments no longer need to insert each Slip into an envelope, sort by unit and then distribute. There are still 4,000 printed Advices and 3,300 actual checks that have to be handled each pay cycle, but this in minimal compared to close to 35,000.

In the short time since the change we have heard positive reports from both Payroll and from the departments. Payroll's **Christa Woodhull**, who has been involved in many of the USER Project rollouts, observed that, "The thing I find interesting about this change is the lack of resistance. We all know that change is difficult, but with this change not many people resisted, though I am sure a few grumbled a bit." **Cathy Stewart**, in Alarm Billings-Police Department, says that she used to distribute 98 checks/advices. This would take about an hour. Now she processes 14 checks/advices and has found that the time is more than cut in half.

CAPTION FOR PHOTO: Is it possible that some day in the future we will have no lines
for pick up in Payroll's lobby?

Equipment Tax Exemption Reduces Cost, New Process Saves Time

by Cindy Gregovich

In February of this year, the UW was granted a sales tax exemption for equipment used on qualifying research. In order to qualify for the exemption, the research activities must:

- Advance new technological information,
- Translate technological information into new or improved products, processes, techniques, formulas, inventions or software
- Explore a new use for an existing drug, device, or biological product

The financial impact of this sales tax exemption is huge, and will only get larger as UW research dollars increase. In just the last six months, the sales tax exemption has saved the UW nearly $2 million.

The Equipment Inventory Office (EIO) has been working with consultants and process partners to streamline and automate the previously manual process. As of October 4, 2004 the new process will be in place. Specific improvements include programming changes to the Purchasing & Accounting System, new procedures, and a web interface.

Along the way, EIO representatives met with several administrative groups, departments, and process partners to communicate and launch the new process. Three training sessions were offered to campus and over 400 participants attended.

It is exciting to work with the research departments in applying the exemption and seeing first-hand the vast research activities that take place on campus. The new exemption and process definitely help FM to support the UW's research activities.

Welcoming Toastmasters into the Fall

by Mai Lin C. Chua and Gwendolyn Y. Darden

Have you ever listened to or given a speech that was great, but you heard more "ah's" and "um's" than the actual words of the speech? It happens a lot. To most people, it is a normal way of conversation, but is it effective communication?

Well, Financial Management has come up with a way to once again become "Knowledge Based" in this area of one's life. It's called **Toastmasters** and is open to everyone in Financial Management. We currently have members from most of FM including GCA, SFS, Treasury, Payables Administration, Travel, Financial Services, and Risk Management, as well as participants from other areas on campus. All you need is a current Educational Development Plan that mentions public speaking or communication skills, the will and the boldness to step out and speak in front of others, and the time to participate.

With membership on the rise, Toastmasters needs funding and resources to educate our members. For this reason, we will host our first Financial Management Toastmasters auction on October 28, 2004 to raise money for training materials and for funding public speaking activities for our members. The Toastmasters group is calling for the support and generosity of staff members throughout Financial Management to make the event a success. This includes donations as well as your support by purchasing these items. Auction items include everything from edible goods to used articles (as long as they are still in good condition). Please stay tuned for more detailed information about the auction.

Speaking of membership, FM Toastmasters would like to welcome its newest members:

Tess Domingo-Herrera, Norm Englund, and Nancy Hurja, all of SFS, Celia Durham of Payables, and Fred Pitz of University Facilities.

This fall will be a big challenge for Toastmasters, as the club has incorporated debates as one of its agenda items. It is really fun to see members express their thoughts, perceptions, and feelings on topics such as the November Presidential Election, tent cities, the Olympic Games, and skyrocketing gasoline prices**.** If you don't want to miss the fun, come and be our guest every Tuesday from 12pm – 1pm at Schmitz Hall, room 170.

Current Toastmasters members:

Diane Cooley – President
Teresa Crisostomo - Vice President/Membership
Pramilla Chand -Vice President/Education
Gwendolyn DarDen – Vice President/Public Relations
Mai Lin Chua – Asst. Vice President/Public Relations
Nancy Hurja - Secretary
Karem Martinez – Treasurer
Noel Bain – Past President
Denise Murillo – Member
Shawn Williams – Member
Agnes Acholonu - Member
Ping Tan - Member
Kyra Worrell - Member

15th Annual EIT Retreat

by Jeff Follman

The EIT held their 15th annual retreat from October 6th through the 8th at Fort Warden, near Port Townsend. The EIT invited a few additional people for this year's discussions to add some fresh ideas including Cindy Gregovich, Tami Sadusky, Linda Braziel, Karen Long (who was unable to attend due to vacation) and myself.

There were various activities throughout the event which allowed the new folks and the EIT members to get to know each other better and to have a little fun. In one of these exercises, we learned that Frank is anxious to clean out his basement and Maureen really wants to learn how to make rock candy. Charles likes to goof off, but sometimes he forgets about it.

We spent half a day discussing the knowledge worker concept and reviewed feedback from the various focus groups. The comments and questions that came from those groups were extremely useful in allowing us to determine the required next steps. It became clear to everyone that there is still some confusion between the staff/leader qualities that have been established over several years and the new knowledge worker concept that is really an additional layer over those established qualities. Over the next several months, a "tool kit" will be created to identify needed skills and then offer training to become a successful knowledge worker.

The rest of the retreat was focused on Financial Management's strategies and how our current initiatives linked or "mapped" to those strategies. There are an amazing number of initiatives currently underway at the Financial Management level as well as at the department level. A standard format will be developed which will allow individual departments to build their own tailored versions.

Overall, it was a very effective and enjoyable retreat.

FM 101 – Treasury Office

by Chris Malins

The best way to understand how the Treasury Office works is to think of three very large piles of money. Each one of these piles of money has a specific purpose and reason for being. In addition, each pile has a group of people who are responsible for making sure that the pile behaves as that particular pile is expected to behave. It may sound strange, but all piles of money are not alike.

The first and largest pile contains the endowment funds. As of June 2004, the total of all of the individual endowments, what we call the Consolidated Endowment Fund (CEF), had nearly $1.4 billion dollars in it. These are the moneys that are used to fund scholarships for students, pay for a faculty member to teach or do research at the UW, or just generally support a program or department. The goal of the CEF is to pay for the supporting programs this year and for years in the future. In other words, have a healthy payout and still maintain purchasing power over time.

Other than the income and gains on the CEF, all of the inflows come from individual donors. None of the assets in the CEF come from the State. The fact that CEF funds are not public funds allows more flexibility in how the money is invested. The CEF invests in public stocks, bonds, private equity partnerships, and real estate.

The second pile of money contains the operating or Invested Funds (IF) of the University. These are all of the fund balances that the various units have in their budgets. For the most part, these funds come from public sources (i.e. tuition, hospital revenues, State appropriations) and as such may only be invested in certain ways as outlined in the State Constitution. The IF is invested very conservatively in government bonds, cash, and various asset-backed securities (for example, securitized home mortgages). As of June, 2004 there was $752 million in the IF. The goal of the IF is to fund the day-to-day operations of the University and maintain an adequate level of reserves.

The IF and the CEF are managed in the Treasury Office by the Portfolio Management and Treasury Operations groups. The Portfolio Management group selects investment managers for a variety of different strategies, performs due diligence on existing managers, and reports on investment performance to the Board of Regents and the UW Investment Committee (UWINCO). It is also responsible for identifying new strategies and new opportunities for investment of UW funds.

The Treasury Operations group is responsible for moving money to and from managers, determining the payout amounts to campus, liquidating gifts of stock, accounting for the University's investments, and creating various reports during the year. The Portfolio Managements and Treasury Operations groups work very closely together to assure that the two largest piles of money that the University has are cared for properly.

The third and smallest pile of money that the Treasury Office manages is bond proceeds. The University has the authority to borrow money in the form of municipal bonds to fund buildings. In the last decade, as State support for capital improvements on campus has declined, the University has relied more and more on its borrowing ability to pay for capital projects. The Debt Financing Group works with campus departments to identify their building needs and issue the bonds. In the last five years, the University has borrowed over $300 million to pay for such buildings as the UWMC Surgery Pavilion, the Law School, Husky Den at the HUB, and the IMA.

The bond proceeds that fund campus buildings are typically invested in short-term securities to assure that the funds are available when needed for project expenses. The Debt Financing Group tracks these ever-decreasing funds as the money is spent. Then, another project comes on line and the process begins again!

There are 21 members of the Treasury Office, most of which are part of the Portfolio Management and Treasury Operations Groups that support the investment function. The Treasury Office is located on the 6th floor of Roosevelt Commons, but the staff looks back fondly on their previous days in 280 Gerberding Hall.

Outreach Reaches … out of State

by Kyra Worrell

This summer, SFS Outreach had a great opportunity to join the Office of Undergraduate Education's First Year Programs at their off-site orientations in San Diego and San Francisco, California and Honolulu, Hawaii. Outreach and First Year Programs (FYP) also presented the first ever other-side-of-the-mountains orientation in Spokane, Washington.

FYP's innovative off-site "Advising and Registration" program assists new students and parents in many ways. One way is to defray costs for parents and students. Most new University of Washington students (both freshman and transfers) come to the UW campus during the summer to register for classes. At the same time they can learn about on-campus resources – including Student Fiscal Services – from a variety of information sessions offered during the program. Students coming from Hawaii or California or even from Eastern Washington would have to pay for two trips to campus – one in the summer and one when they move to campus in the Fall. This could end up being very costly, particularly for students from Hawaii. The off-site programs also give students from other areas a chance to meet and possibly bond with other students before making the move to the UW. This may aid in the retention of out-of-state students.

After last summer's successful partnering with First Year Programs for both the on-site programs and for "Welcome Week", SFS contacted Terry Hill, the coordinator for the off-site programs, to propose further partnering between our two offices. Since the presentation "Managing the UW Maze" has been so well received by students on-site, we thought that it might be a good idea to take our show on the road. Terry Hill also thought that was a great idea. The parents and students at the off-site programs have concurred – everywhere we've gone parents and students have thanked us for coming and told us how happy they are to see us! Many of the parent and student evaluations listed the Student Fiscal Services programs as the "Most Useful" presentation. First Year Programs has asked us to come back next year.

Outreach was responsible for outlining and promoting SFS services through presentations to both students and parents. The parents and students from out of state (and the eastern side of Washington State) had their own special concerns, in addition to what Outreach staff members had heard in the on-site orientations. How will we pay for out-of-state tuition – and is there any way to make that in-state tuition? Can we use our (California or Hawaii) state scholarships in Washington State? You're telling us we should use that bus pass the University sends us – but is it really safe to ride the bus in Seattle? In the spirit of good customer service and continuous process improvement, Outreach unit members **Kyra Worrell** and **Diane Cooley,** strove to answer all these questions and more, soothing the fears of nervous parents – all while assisting in decorating meeting rooms, chatting with parents and students at meals and checking in new students.

We helped our First Year Programs' partners any way we could – establishing great relationships with both their office and with the new students and their parents. In the spirit of continuous improvement and continually getting our message out there – Outreach has already started to plan new and innovative ways to work with First Year Programs next year – to reach out... out of state!

Blowin' in the Wind:
Hurricanes and the UW

by Becky Bullock, Risk Management

Images of flooding, horizontal palm trees, and acres of damaged real estate from August's hurricane triple threat probably left most Northwesterners with a secret, guilty sense of relief. Sure, the Northwest has earthquakes, but at least we're spared the effects of hurricane damage every year!

Think again. Catastrophes around the world now send ripple effects strong enough to affect even the University's division of Financial Management.

The September 11, 2001 attacks demonstrated in a new way how interconnected our business and personal lives are with far flung locations. Disruptions in internet and cellular connections, data streams and supplies were some of the direct business effects of the attacks. Indirectly, the attacks caused financial market troughs and associated investment losses worldwide. In the insurance industry, the September 11 loss (now estimated at $35 billion) was the largest ever recorded for a single occurrence. Premium increases in the double and triple percentages were the norm in the year following the attacks, particularly in the property insurance markets. Large corporations and small businesses all felt the effects on their insurance programs.

At the UW, property insurance increased between 200-300% in the six months following September 11. Liability policies renewing in the same period increased an average of 50%, even for risks unrelated to the 9/11 loss. Although skeptics regarded this as price gouging, there was a real impact on the reinsurance markets directly responsible for the increases.

Reinsurance is a little publicized, technical insurance specialty. Most insurance companies don't have the capital (or don't want to commit their money) to write high policy limits for many customers. Instead, they buy reinsurance, which means, for example, that after the company pays $100 million in losses, the reinsurance company will pay for all remaining losses that policy year.

Reinsurance usually only kicks in for very large losses and many insurance companies spread their reinsurance among several companies to guarantee stability. Reinsurers can also reinsure their policies, leading to a web of insurers, some visible, some not, for one account. Lloyds of London is the most famous reinsurance marketplace, but markets also exist in Germany, Switzerland, the USA, Bermuda and Japan. Once reinsurance is in the picture, it's easy to see how a large loss can affect economies several continents away.

So what about the hurricanes?

Hurricanes Charley, Frances and Ivan are estimated to ultimately cause between $16-$25 billion in damage. This is a large enough loss to cause reinsurance effects. However, Florida established a catastrophe fund after Hurricane Andrew that will pay some of these losses and cushion the impact on insurers. Damages outside Florida are the wildcard-insurance will end up paying more for the losses outside hurricane-prone areas, since these losses are rare.

At the UW, property insurance for the Metropolitan Tract, Computing and Communications, and the UW's online equipment program renews November 1. The property insurance market has been 'softening' (i.e., premiums are dropping) for the last nine months. The hurricanes will probably not erase these decreases, but it's probable that the improved terms and rate decreases Risk Management was hoping for won't materialize. All thanks to Ivan the Terrible and the terrible twins, Charley and Frances.

So if your homeowner's policy increases this year, you too can thank Ivan. And go ahead and send that old dehumidifier to Florida. You could be helping yourself.

The State Ethics Law and You

by Sharon Scully and Maureen Rhea

Over the summer, everyone in Financial Management attended Ethics training in one of the two-hour sessions given by **Maureen Rhea** from Internal Audit. The sessions were customized for Financial Management at the request of the EIT, and intended to give individuals in FM the information they need to comply with the state ethics law.

Maureen's training focused on three important subjects covered by the state ethics law, and they warrant repetition, perhaps even commitment to memory:

- Use of state resources
- Gifts
- Outside employment

Employees are always allowed to use University resources to perform University work. "De minimus" or very limited personal use of University resources is allowed under certain conditions. What is considered de minimus isn't black-and-white, but definitely stay away from a liberal interpretation. Using University resources to conduct an outside business or for political purposes is strictly prohibited.

Employees who do not participate in decisions to acquire goods or services may accept gifts with a value of $50 or less from a single source in a calendar year. Stricter rules apply to employees who do participate in decisions to acquire goods and services.

Both professional and classified employees are required to request approval of outside work for compensation whenever the activity relates to or could conflict with an employee's University job responsibilities or status as a University employee.

Remember that you can always email or call Internal Audit for help understanding how the state ethics law affects you. Also, we'd be happy to send you a copy of the handouts from the ethics class. Our phone number is 543-4028 and you can email Maureen Rhea at mrhea@u.washington.edu.

KUDOS

by Kyra Worrell

Heidi Anderson: I just received a voice mail from a borrower who has had a lot of issues with a past due loan and she had this to say about the customer service she got from Heidi Anderson. Here are the words she used to describe the service she got: phenomenal, attentive, responsive, the absolute best, answers every question in a timely fashion, she's invaluable and an asset to the UW. She has been working with Heidi for a period of time. *Student Loan Borrower*

Monique Bradley: I'd also like to take this opportunity to commend Monique Bradley, who saved our department $65,000 in her negotiations with the sponsor. These negotiations were complicated, demanding, and time-consuming, and we are impressed and grateful that Monique pulled it off. This is the largest resolution by GCA of federal grant issues since I have been employed in this department, and it would have been very detrimental to our department's functioning if the $65,000 had been covered by the department's operating fund. *Susie Hollingsworth, Zoology*

Linda Braziel: Very nice work, Linda. I am always thankful to hear how we pulled away from the brink! (In regards to the "Expired Visa Project": 90% of all departments have responded to Payroll; all individuals with expired visas have been updated and there are no individual employees with expired visas unable to work.)
Patti Carson, Vice President for Human Resources

Georgette Brewder: I just wanted to pass along to you for your information how lucky I feel to get to work with Georgette. I always get wonderful service from her. She is so nice, she even helps me when I ask her questions about budgets that aren't even hers. (She never complains, just makes sure the questions get forwarded on to the right person.) I appreciate her. *John Shipman College of Forest Resources*

Sue Camber and Cindy Gregovich: Sue and Cindy, thanks for dogging this one and hope it is realized. Our faculty and staff will greatly appreciate the option for those long flights. (Sue Camber explains: Albert Berger caught me after a RAB meeting in the spring and asked me if I'd look into a travel concern of his. The feds have an obscure regulation (not in A-110 or NIH or NSF Grants Policy Manuals but in documents they refer to) that allows for an airfare upgrade to the next class of service (typically business, not first class) for flights over 14 hours. He wanted to know why we couldn't do the same. Enter our state travel policy. Not allowed. We looked at our peers and their policies are all over the board with respect to extended flights and upgrades. We I then worked with Cindy who worked miracles with the state and it looks like they'll be changing this policy October 1. I've been keeping Albert informed of our progress.)
Weldon Ihrig, EVP

Frannie Gladney: I've had the pleasure of dealing with Frannie in the special loan department. What began as a very stressful situation because of my son evolved into a very positive experience because of Frannie. For this I am grateful to her and wanted to share this with you. *From a parent of a student*

Frannie Gladney: Thank you very much for coming to speak with the Upward Bound new college students. The students learned some very helpful things that should prevent them from having any financial problems. *Fina Marino*, *Counselor, Upward Bound Program, Office of Minority Affairs*

Lily Gebrenegus: I contacted this office for help last week. Lily was the person who took my call, and eventually answered my questions (although this was difficult since I didn't exactly know what I wanted to have answered). In my research position at the American Lake VA, I am on the phone with queries about 45% of my day. Lily was the most wonderful contact I've had - ever, for any of the companies we deal with! She was unfailingly polite, confident, cheerful, resourceful, a great listener (she figured out what my question was, and then got it answered for me), knowledgeable about not only what she does, but also how it fits in with other department all in relation to the financial reports sent out to PIs. After identifying the question I needed answered, Lily found the information and got to me in a very short amount of time, complete with an understandable explanation of how to read it. I just wanted to let you know what a wonderful asset this person is to your department, and how great she is at her job! I certainly appreciated the quality of the help I got from her. *Laurie Maus, Program Coordinator, VA Puget Sound Health Care System, American Lake Division*

Lily Gebrenegus: I wanted to send a quick message and say thank you very much for setting up all three new RRF sub-budgets today and for emailing me. I want you to know that I appreciate your speed and accuracy very much!! You are a true asset to the new accounts section. Every time you set up a new sub-budget it is done perfectly (which has not always been the case). Keep up the good work!! I just wanted to acknowledge how wonderful you are and let you know that I really do appreciate it! *Barb Thompson, Office of Research*

Paul Jeganathan: *Paul Rudnick, Major Gifts Officer, College of Arts & Sciences*, called this morning to thank you for your assistance with the donor yesterday. He said it was a very large gift which the college appreciates receiving and you went above and beyond in working with the donor to ensure that all went smoothly.

Ruth Johnston, Pam Luther, Student Fiscal Services and SFS Outreach: Had a very nice visit at Student Fiscal Services. Ruth and Pam Luther were great hosts. I did find that SFS was involved in many more areas than I was aware of. They provide so many fundamentally important services to the University - and are "unsung heroes". I was especially impressed with their outreach efforts. Truly an unfunded effort to do what's best for students! They also took me around and introduced me to many of the staff - always glad to put faces to familiar names. *Bill Ferris*, *Executive Director of Administration*, *Office of the Executive Vice President*

Ruth Johnston and Student Fiscal Services: That is great to host those providing similar support from our other universities. Ruth and her team got great feedback and appear to have had a wonderful learning experience. (Concerning the PAC-10 conference hosted by Student Fiscal Services)
Weldon Ihrig, EVP

The Kill Slap Team (Charles Bennett, Jon Vanvick, Bill Christensen, and Phil Corcoro from Financial Accounting, Pat Benson and Nghia Do from C&C and Linda Barrett from the Budget Office): Great example of finding folklore which can be replaced with more modern way of doing business. It is wonderful that they are receiving the TOPS award for killing SLAP! *Weldon Ihrig, EVP*

Frank Montgomery, Jeff Follman and Charles Bennet: Hey, it is wonderful to get some good news, which this really is. I appreciate your, Jeff and Charles' efforts on achieving this deferral, and will be looking forward to learning the amount saved. (We have received the approval of our high tech deferral application for a portion of them genome building). *Weldon Ihrig, EVP* Outstanding!! Thanks very much for all of your hard work and success! *Harlan Patterson, Vice Provost for Panning & Budgeting*

The Treasury Office: Great job all (in regards to: The tax-exempt bonds to finance the Blue Flame project were successfully sold today) *Weldon Ihrig, EVP*

Bev Trulson: Parents were here yesterday for orientation. I talked to one of the parents who has a new student this year plus one who started last year. She had a couple of questions but was quite knowledgeable about our services. She said that she usually deals with Beverly in our office, whom she thinks is terrific. Bev answers her questions and is very helpful. *From a parent at new parent orientation*. I concur that such positive comments for Bev's work with new students to help them become more fiscally aware is great. Bev is a super representative for UW with new students and their parents. *Weldon Ihrig, EVP*

Office of Risk Management: Nice work, Elizabeth, by you and your team to bring in the premiums at such a favorable rate (on work by the office resulting in increase in workers' compensation rates proposed for 2005. From Andrew Faris, Manager, Workers' Compensation Program: the UW benefited from fewer claims, continuous advances in return-to-work programs and strategic management of claims. The proposed 2005 experience modification factor (0.8675) assigned by L&I would be the lowest in 8 years and will save the University more than $692 thousand in 2005.). We appreciate all your efforts and talent. *Weldon Ihrig, EVP*

Shari Spung: Nice work, Shari. Much improved bargaining position going forward with Friday's position. (On moving forward on a case for the UW) *Weldon Ihrig, EVP*

V'Ella Warren: A quick note to tell you that I very much enjoyed meeting you today.

I had another + that concerned you. I particularly liked the way you not only endorsed many of the instructor's points during the session, but also added comments pertaining to a larger perspective. I think that helped participants frame what they were hearing with the big picture. Many thanks for allowing me to participate! *Clive Shearer, Management Consultant*

V'Ella Warren; The Treasury Office: That is astounding performance…The final accounting for the past year had recently come in, and the UW Endowment had gained 17.8% last year, placing it among the very top performers in the country. This is particularly impressive because our endowment isn't that big -- Harvard's, for example, is 20 times the size of ours -- and bigger endowments tend to do better because of the risks they can afford to take. *Ed Lazowska, Bill & Melinda Gates Chair, Computer Science & Engineering*

Lisa Whitehead: (From) a voice mail from a borrower who had a Perkins loan and needed a lot of help trying to figure out about deferments and repayment of his loan. He called and talked to Lisa and then called me saying she was helpful, patient and so kind and he understood what was going on when he was through talking to her. He thought she should be recognized for her effort in helping him. Excellent Customer Service! *A Perkins loan borrower*

Shawn Williams*:* We have been struggling with our fiscal person being out and situation finally came to a head, so I took on the challenge of solving the problem. I want to let you know that Shawn Williams went out of her way to help me, answer all my dumb questions and build my confidence that though we in T&D had messed up, the vendor that needed to be paid would be taken care of. I know that service is a big part of your culture and I want you to know that Shawn is a great example of excellent customer service. Thanks! *Elizabeth Warrick, Director UW Training and Development*

RQT Roundup

by Donna Andreason, RQT Leader, and Zach Luther

TOPS
The Functional Expenditures Team was recognized with a TOPS award on July 1, 2004 for their contributions to long term improvement, cost savings and opening channels of communication. The team members were **Jon Vanvick**, **Nancy Treibel** and **Bill Christensen** from Financial Accounting, **Brenda Grayson** and **Mary Jo Hershly** from GCA, **Brion Norton** from MAA and **Karen Crowder** from Financial Management.

The objective of the Functional Expenditures Team was to identify opportunities to improve the accuracy of UW's annual financial statement reporting. One of their first undertakings was to gain a full understanding of the Financial Accounting System (FAS) budget codes and their impact on our financial statements and the Indirect Cost proposal. With this knowledge, the team changed coding on nearly 600 budgets, moving $56 million out of the "research" classification. The changes made by this team will have a significant impact on the accuracy of the University's financial information and outcome of the F&A rate negotiations.

The Kill SLAP (State and Local Allocation Process) Team was recognized with a TOPS award on August 4, 2004 commemorating their long term improvement to the "SLAP" program which ensures the proper distribution of expenses between state and local funds. The team members were **Charles Bennett**, **Jon Vanvick**, **Bill Christensen** and **Phil Corcoro** from Financial Accounting, **Pat Benson** and **Nghia Do** from C&C and **Linda Barrett** from the Budget Office.

The State and Local Allocation Process was created many years ago to allocate expenses between state and local fund sources on budgets with multiple funding sources. The "Kill SLAP" team was formed with the purpose of finding a simpler process that fulfills the audit requirements of the state law that led to SLAP. The "Kill SLAP" team proposed a change to the FAS programming. This resulted in a much simpler process that fulfills our audit requirements, frees staff time in C&C and provides a more streamlined process for the allocation of these funds.

BRAVO
Between June and October, 2004, thirty-five Bravos were awarded.

http://www.washington.edu/admin/finmgmt/qi/rqt/

PERSON TO PERSON GATHERING
The dates and times for the next three Person-to-Person Gatherings are as follows:
January 27, 2005 –Lunch. *Location TBA*
April 13, 2005 – Breakfast. *Location TBA*
July 20, 2005 – Lunch. *Location TBA*

Keep an eye out for your invitation!

Class Calendar
By Rae Ann Laubenstein

Giving & Receiving Feedback for FM employees
November 8 from 1:00–4:30 in #142 Gerberding Hall

Process Improvement w/Clive Shearer
November 15 from 8:30-4:00 & November 16 from 8:30-noon
ECC Native Room

Employee Development Plan Workshop w/Ruth Johnston, Linda Braziel & Karen Long
November 15 from 9:00-11:30 (Part 1)
December 6 from 9:00-11:30 (Part 2)
Must attend both sessions to complete this class

Emotional Intelligence w/Karen Crowder
December 2 from 12:30-4:00 in #142 Gerberding Hall

Process Improvement w/Clive Shearer
December 13 from 8:30-4:00 & 14 from 8:30-4:00
ECC Black Room

Event/Meeting/Retreat Planning Workshop w/Ruth Johnston & Rae Ann Laubenstein
December 15 from 9:00-12:00 location tba

Giving & Receiving Feedback for FM Leaders w/Karen Crowder
October 26 from 8:30-noon in #170 Schmitz
March 1, 2005 from 9:00-12:30 in #170 Schmitz

Assertiveness is Not Polite Aggression w/Karen Crowder
February 2, 2005 & February 3, 2005 from 8:30-noon in #142 Gerberding Hall
You must attend both days to complete this class

Conflict & Change—The Natural Partners w/Karen Crowder
April 5, 2005 from 9:00-12:30 in #170 Schmitz

Dealing with Difficult People w/Karen Crowder
May 4, 2005 from 8:30-12:30 in #170 Schmitz

If you are interested in any of these classes please e-mail
raeannl@u.washington.edu .