

## Committed to Efficiency

*About 150 campus units are increasing their efficiency through the Lean philosophy, which is based on empowering staff to find ways to eliminate redundancy and waste. In 77 percent of the projects costs were reduced, and 71 percent also were able to enhance service quality. In total, cost savings are estimated at \$30 million annually.*

### *Reducing Utility Consumption and implementing e-Commerce Solutions*

Over the past decade, the UW has saved money by reducing utility consumption (low-flow water fixtures, high efficiency lighting, etc.), increasing electronic commerce for purchasing goods and supplies, and implementing many other business process efficiencies.

### *Using Lean to Decrease Bottlenecks*

The UW is an acknowledged colossus in research: the amount of funding has increased by 230 percent over the past two decades. But because of tight budgets, the office that supports UW research through its financial oversight has grown just 24 percent, creating real bottlenecks for financial accounting. Through the use of Lean, the office has streamlined its operations, eliminating paperwork backlogs that had stretched for two years, implementing the improvement process in just five months.

### *Avoiding Major Technology Infrastructure Costs*

UW Information Technology is saving the University more than \$3 million annually by negotiating new campus-wide software agreements, strategic sourcing on hardware and other purchases, using “the cloud” for various IT solutions, and distributing software to help save on power consumption by desktop computers. These shared services are accessed over the Internet and many can be purchased as needed, like power from the electricity grid. Cloud computing gives the UW access to scalable computing capacity and the latest tools and capabilities while reducing the constant pressure to expand data centers, upgrade servers and renew software licenses.

### *AAA Credit Rating: Reflects Prudent Approach to Financial Management*

The UW is one of only eight higher education institutions in the nation with the highest “AAA” rating by Moody’s. Moody’s cited a number of strengths in its report on the UW: strong student demand, diversified programs and revenue sources, balanced operating performance and its national leadership position in research.

### *Improved Fiscal Services for Students*

The University has improved both the efficiency and quality of fiscal services to students over the past several years by making greater use of electronic services. Tuition payments are accepted online, financial aid and refunds are disbursed via direct deposit, customer wait times have been reduced while at the same time reducing cashier and accounting staffing levels.

### *Smarter Education*

Recently, 14 smaller departments in the College of Arts & Sciences established a center for shared services such as payroll and purchasing, creating economies of scale, reducing the load on individual administrators, and giving them more time to work on critical departmental issues in support of education and research. This allowed them to cope with budget cuts that already reduced staff in many departments to a single individual.

### *Providing Education for Thousands of Washingtonians through Non-traditional Means*

The UW’s Professional & Continuing Education program is one of the largest and most highly regarded professional and continuing education units in the nation, serving more than 41,000 students, 80 percent of whom are working adults over the age of 25. Through online, evening and weekend courses, alongside other alternative delivery methods, Professional & Continuing Education offers dozens of undergraduate, graduate, professional and certificate programs for a population as big as the UW’s traditional student population. The UW’s Professional & Continuing Education program is also completely self-sustaining and receives no state support.