



*\$230M Saved: Reducing Utility Consumption and implementing e-Commerce Solutions*

Over the past decade, the UW has achieved \$230 million in cost avoidance through reduced 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.

*Avoiding Major Technology Infrastructure Costs Through Cloud Computing*

The UW is making greater use of cloud computing, which is the provisioning of software applications, computing and storage services via commercial providers that operate multiple large and geographically diverse data centers. These shared services are accessed over the Internet and many can be purchased as-needed, like power from the electricity grid. Cloud computing gives 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.

*UPASS Program: Reducing the UW's Impact on the Environment*

UW is committed to creating a culture of transit use and low-impact commuting. About 80% of all faculty, staff and student trips to the Seattle campus are made using environmentally friendly options, including public transit, carpools and vanpools, biking and walking. Despite a 28% increase in the campus population since UPASS was created, there were fewer vehicle trips to the campus last year than in the previous 25 years.

*New Budget Model: More Efficient and Transparent*

The UW is in the process of implementing a new internal budgeting model called "activity based budgeting" or ABB. The current incremental budget approach limits the ability of the institution to effectively manage all of its resources and is not sufficiently transparent to students, faculty, staff,

taxpayers and the Legislature. ABB is a nationally proven method of budgeting in which most of the revenues generated from instructional and research activities are allocated directly to the unit responsible for the activity. It has the advantage of being more transparent, stable and empowers greater local planning and accountability by creating incentives for academic units to more efficiently manage resources and expenditures.

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

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.

*Maximizing Human Resources*

Having eliminated approximately 800 positions last year due to budget cuts and endowment losses, we are actively pursuing ways to cultivate a more nimble, skilled and mobile workforce by:

Investing in systems infrastructure that allows us to manage people and resources in a modern and efficient way and enables us to spot and target redundancies and other inefficiencies in our workforce.

Centralizing core services (such as HR, payroll, IT and compliance) where effective. The medical centers saved

# Committed to Efficiency

\$14.5 million in 2009 by centralizing services and eliminating redundancy. This also creates consistency in policies and practice across the UW.

Leveraging our existing workforce with an emphasis on professional development and skills training.

Continuing to move communications from print to the Web, including development of Web-based forms.

## *Smarter Education*

The College of Arts and Sciences has instituted a program of Linked Advising to connect students more quickly to majors and to better help them in graduating efficiently. UW now has advisers cross-trained in the requirement for majors across the social sciences – so that rather than having an adviser who can only help Sociology majors, that same adviser can serve Sociology, Communications or Geography majors.

## *Creating the College of the Environment: Realigning to Tackle Major Issues*

The UW has recently undergone a significant internal reorganization to create the new College of the Environment. This new college was created by merging two existing colleges (Forest Resources and Ocean and Fishery Sciences) as well as several individual schools, centers and programs. The college brings together more than 200 faculty, 1,200 students and a dozen major degree programs formerly spread throughout the campus to improve collaboration and give business, government and nonprofit groups a focused resource at the University for solving society's most pressing environmental challenges.

## *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 45,000 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.

## *Reducing Language Instruction*

The College of Arts & Sciences is working with the state Office of the Superintendent of Public Instruction (OSPI) to create a more seamless transition between K-12 and UW language teaching to decrease the amount of language instruction, particularly introductory level instruction, at the UW. The College also changed the criteria for the graduation language requirement. The result is that two-thirds of entering UW freshmen will have met their foreign language graduation requirements upon entrance to the UW.

## *Innovation in the Classroom Pilot Program*

The College of Arts & Sciences is providing seed money for departments that want to develop or pilot new approaches to teaching that will allow them to reach more students per instructor.

Using open-source software in our Language Learning Center, our foreign language students now have access to audio, video and written learning materials from their home computers. The software corrects daily assignments and gives immediate feedback on quiz results. This hybrid model of in-class and computer-based instruction allows us to teach more students per faculty member while preserving and improving the learning outcomes.

## *Direct Freshman Admissions*

All 10 departments in the College of Engineering now participate in some version of direct freshmen admissions, which allow a set of freshmen access to all of the engineering departments, and facilitate their timely degree progress.

## *Questions?*

### **Randy Hodgins**

Vice President of Office of External Affairs  
[rhodgins@uw.edu](mailto:rhodgins@uw.edu)