Research Accounting & Analysis
University of Washington
Operational Performance Dashboard

September 2004
FY 2005 Quarter 1 (July - Sept)

Grant and Contract Accounting Mission
As a professional accounting team, our mission is to provide support to the UW Research Community by proactively delivering consistent, accurate and timely financial products and services. We anticipate and creatively respond to the needs of our customers through collaboration and commitment to continuous improvement.

Management Accounting and Analysis Mission
Our mission is to craft a department that anticipates and is responsive to the costing and other informational needs of the campus community. Enhance services by collaboratively analyzing and developing data, methodologies, and policies to maximize flexibility for academic departments while complying with governmental regulations.

Key processes include:
- Prompt New Award Setup
- Accurate Reporting
- Timely Invoicing
- Full Compliance
- Responsible Cash Management
- Efficient Recharge Accounting Oversight
- Comprehensive Develop and Negotiate Indirect Cost Rates (F&A)

For questions about this report, please contact:
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Research Accounting and Analysis

National Benchmark

Post-award Administrative Costs as a % of Total Sponsored Project Costs
(Source: Preliminary data from Bearing Point survey, October 2003)

Efficiency

Hours Required to Manage One Budget, FY 1993-2003

New Budget Setup

2003 Dean's Report

2003 UW Support Services Assessment Report*
(Average represents Office Ratings from 2003 SSA on a satisfaction scale rating of 1-5)

* A biennial assessment process administrative units.
## Research Accounting and Analysis
### Operational Performance Dashboard for Quarter 1 Fiscal Year 05 (Calendar: September 2004)

#### Customer Perspective

<table>
<thead>
<tr>
<th>Process</th>
<th>Measure</th>
<th>Current Output Measure</th>
<th>Target</th>
<th>Gap (Target-Output)</th>
<th>Process</th>
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<th>Target</th>
<th>Gap (Target-Output)</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Budgets</td>
<td>1) Average number of days from receipt of award in GCS to notification of budget number received by Principal Investigator from GCA. * †</td>
<td>12.8 days (Sep 04)</td>
<td>12 days</td>
<td>0.8 days</td>
<td></td>
<td>10) Cumulative grant expenditures not invoiced.</td>
<td>$5.8M (Sep 04)</td>
<td>$2.0M</td>
<td>$3.8 M</td>
</tr>
<tr>
<td>Customer Satisfaction</td>
<td>2) 2003 Dean’s Report (UW SSA Report). Measures university support services based on value/importance of service and effectiveness of service.</td>
<td>Above UW Average (2003)</td>
<td></td>
<td>No gap</td>
<td></td>
<td>11) Percent of aged receivables outstanding more than 150 days overdue. †</td>
<td>19.6 (Sep 04)</td>
<td>15.0%</td>
<td>4.6%</td>
</tr>
<tr>
<td>RTES</td>
<td>3) Number of days to process Request to Transfer Expenditures (RTEs) submitted by departments to GCA. †</td>
<td>3.2 days (Sep 04)</td>
<td>4.0 days</td>
<td>No gap</td>
<td></td>
<td>12) Total uncollected amount of award dollars owing to the university.</td>
<td>$35.6M (Sep 04)</td>
<td>$33M</td>
<td>$2.6 M</td>
</tr>
<tr>
<td>Closings</td>
<td>4) Percent of budgets expired more than 150 days and not closed. †</td>
<td>31.0% (Sep 04)</td>
<td>20.0%</td>
<td>11.0%</td>
<td></td>
<td>13) Potential liability from DHHS Awards that are closing Sept 30/2004</td>
<td>0 09/01/04</td>
<td>$0</td>
<td>No gap</td>
</tr>
<tr>
<td>Recharge Centers</td>
<td>5) Average number of MAA days to prepare, review, and approve proposals. Three targets for three levels of rate complexity.</td>
<td>All within target (Qtr 1-05)</td>
<td></td>
<td>See graph</td>
<td></td>
<td>14) Percent of dollar increase from year to year (fiscal) for indirect-cost recovery. Rolling 5-year average.*</td>
<td>10.0% (Qtr 4-04)</td>
<td>5.0%</td>
<td>No gap</td>
</tr>
</tbody>
</table>

#### Internal Business Process Perspective

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<th>Gap (Target-Output)</th>
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<tr>
<td>Cash Appeals</td>
<td>6) Percent of cash applied to budgets.</td>
<td>4.09 days (Sep 04)</td>
<td>15 days</td>
<td>No gap</td>
<td></td>
<td>15) 2003 Highly Satisfied Employees</td>
<td>55% (2003)</td>
<td>tba</td>
<td>tba</td>
</tr>
<tr>
<td>FSRs</td>
<td>7) Percent of final (and interim) Financial Status Reports (FSRs) completed within 90 days of budget expiration. †</td>
<td>71.7% (Jul 04)</td>
<td>85.0%</td>
<td>13.3%</td>
<td></td>
<td>16) 2003 Culture - Diversity</td>
<td>77% (2003)</td>
<td>tba</td>
<td>tba</td>
</tr>
<tr>
<td>FECs</td>
<td>8) Faculty Effort Certificates (FECs) overdue. †</td>
<td>5.2% (Qtr 4-04)</td>
<td>3.0%</td>
<td>2.2%</td>
<td></td>
<td>17) 2003 Training &amp; Knowledge</td>
<td>77% (2003)</td>
<td>tba</td>
<td>tba</td>
</tr>
<tr>
<td>Cost Share</td>
<td>9) % Of budgets expired more than 90 days with unmet cost sharing. †</td>
<td>39.0% (Sep 04)</td>
<td>30%</td>
<td>9.0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
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</table>

#### Learning and Growth Perspective

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* Measure is on FM Dashboard.
† Rolling 12-month average; all days are calendar days
AA Operational Performance Dashboard - University of Washington
(1) NEW BUDGETS

Number of Days to Setup New Budgets in GCS & GCA
Receipt of Award at GCS to P.I. Notification by GCA, 12 month Rolling Average = 12.8 Days

Number of New Budgets
Target adjustment in April 03 & October 03 are respectively due to addition of new FTE and prioritization of workload.
NEA = “Notice to Establish Account.” The NEA originates from Grant & Contract Services (GCS) to the New Accounts section of GCA.
2003 Support services assessment report represents the comments/findings from interviews with Deans and key administrative support.
(3) REQUEST TO TRANSFER EXPENDITURES - RTE

Number of Days to Process RTEs
(12 Month Rolling Average = 3.2 Days)

Total Number of RTEs per Month

Note: March 2002, implemented $250 materiality threshold for total deficits or total cash.
(4) CLOSINGS

Percent of Budgets Expired More Than 150 Days and Not Closed
(12 Month Combined Rolling Average = 31.0%)

Number of Budgets Expired More Than 150 Days and Not Closed
(Target = 1250 Budgets)
(5) RECHARGE CENTERS

Average Number of Days to Prepare, Review and Approve Recharge Center Proposals

Number of proposals
The number of proposals approved is numerically expressed at the top of each column.

Number of rates within each proposal
The number of rates is not expressed numerically expressed in this graph; instead it is captured in the overall complexity of the proposal.

Classifying the complexity of rates is a subjective determination based on:

How many internal rates are in the proposal?
Has the reviewer worked on the proposal before?
Is this a new or established center?
Are there significant changes from prior approved proposal?
Has the person preparing the proposal worked on it previously?
Is this a University-wide center?
(6) CASH APPLIED

Previously, this measure displayed the percentage of cash applied. A more effective measure is the number of days to apply cash.
Starting in July 2004, RAA changed the how we measure. In the future, we intend to measure our target using a 12 month average.
(7) FINANCIAL STATUS REPORTS - FSR

Percent of Financial Status Reports Completed by Sponsor Due Date
(12 Month Rolling Average = 69.1%)

Federal and Non-Federal FSRs Completed by Sponsor Due Date
(8) FACULTY EFFORT CERTIFICATION - FEC

Note: Measurements for an academic quarter will not be available until the end of the following quarter (i.e. there is a 3 month lag).
(9) COST SHARE

Number of expired budgets with unmet cost share greater than 90 days.
12 Month Rolling Average = 39.0

Unmet Cost Share for the Month of September 2004

Total Number of Expired Budgets with Unmet Cost Sharing

Note: Cost share includes committed and mandatory.
## (10) BILLING

### Billing -- Sept 2004

<table>
<thead>
<tr>
<th></th>
<th>Expenditures (Previous Month)</th>
<th>Billed (Current Month)</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scheduled Payment Budgets</td>
<td>$176,888,649</td>
<td>$253,578,698</td>
<td>$76,690,049</td>
</tr>
<tr>
<td>Scheduled Invoice Budgets</td>
<td>$286,512,614</td>
<td>$278,975,622</td>
<td>$(7,536,993)</td>
</tr>
<tr>
<td>Cost Reimbursable and Fixed Price Budgets</td>
<td>$442,511,734</td>
<td>$428,801,926</td>
<td>$(13,709,808)</td>
</tr>
<tr>
<td>Total</td>
<td>$905,912,998</td>
<td>$961,356,246</td>
<td>$55,443,248</td>
</tr>
</tbody>
</table>

### Annual Lost Interest on Cost Reimbursable Expenditures

- **Annual Lost Interest on Unbilled Portion:**
  - 12 month rolling average: $7,105,604 at 5%
    - $355,280

- **Annual Lost Interest on Current Month Billing:**
  - (if accounts billed 10 days faster each month): $7,327,219 at 5%
    - $120,447

**Grand Total -- Lost Interest:** $475,728

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![Unbilled Cost Reimbursable Expenditures Current Month](chart.png)
Grant Expenditures Not Invoiced (cumulative)

Net Unbilled vs. Target

Monthly Billing versus Monthly Expenditures

* Expenditures = Current monthly billing + change in cumulative unbilled
(11) AGED RECEIVABLES

Outstanding Aged Receivables

- 1-90 days old
- 91-150 days old
- 151+ days

Outstanding Aged Receivables (Rolling 12-month average)

- % of Total $ outstanding Over 150 Days: 21%
- % of Total $ outstanding 91-150 days: 11%
- % of Total $ outstanding 1-90 days: 68%

Outstanding Aged Receivables More Than 150 Days Old

- Millions
- Good Target = $5 million

Percent of Aged Receivables Outstanding More Than 150 Days Old (Rolling 12 month average = 19.6%)

- Target = 15%
33M target = [combination of two targets] and one estimate.
33M = [2M (unbilled) + 5M (aged > 150 days)] + 26M (12 mos. Average, Jul 02 – Jun 03, aged < 150 days)
(13) DEPARTMENT OF HEALTH & HUMAN SERVICES - DHHS

DHHS Historical Writeoffs

UW Financial Risk for Sept 30/2004 Deadline

- Number inside the bar graph = number of budgets
- Risk = budgets that will de-obligate on Sept 30/2004 where UW Award > NIH Payment Management System
(14) FACILITIES & ADMINISTRATION (INDIRECT) COSTS

Percent of Dollar Increase from Quarter-to-Quarter for Indirect Cost Revenues
(Rolling 5 yr Average 10.0%)

* Note: FY04-Q4 is based on preliminary report. Final report will be available for reconciliation in early September.
(15) EMPLOYEE SATISFACTION

Overall Highly Satisfied Staff

Source: 2003 RAA Employee Survey
Overall satisfaction of highly satisfied staff.
(16) CULTURE AND DIVERSITY

Source: 2003 RAA Employee Survey
I believe that making this organization more diverse will make the organization better overall.
(17) TRAINING AND KNOWLEDGE

Source: 2003 RAA Employee Survey
I have the training I need to create and share knowledge