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:
Vincent Lau, vlau@uwashington.edu, (206) 616-4912

Prepared Date: April 2006
Research Accounting and Analysis

**National Benchmark**

- 75'th percentile: 0.75%
- 25'th percentile: 0.35%
- Median: 0.65%
- Mean: 0.60%
- UW: 0.30%

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

**Efficiency**

- 1995: 7.0
- 1996: 7.0
- 1997: 6.5
- 1998: 6.0
- 1999: 5.4
- 2000: 5.7
- 2001: 5.2
- 2002: 4.7
- 2003: 5.0
- 2004: 5.0
- 2005: 5.2

Hours Required to Manage One Budget, FY 1993-2004

**2003 Dean’s Report**

- Value / Importance of Service: 4.29, 4.55
- Effectiveness of Service: 3.44, 3.58

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.

**New Budget Setup**

- Number of Calendar Days: Mar-05: 2, Apr-05: 3, May-05: 2, Jun-05: 1, Jul-05: 2, Aug-05: 2, Sep-05: 4, Oct-05: 3, Nov-05: 2, Dec-05: 2, Jan-06: 2, Feb-06: 3, Mar-06: 3

Number of Days to Setup New Budgets in GCA only
GCA target = 1 day
## Research Accounting and Analysis

### Operational Performance Dashboard - As of March 2006

#### Process / Measure | Current Output Measure | Target | Gap (Target-Output) | Process / Measure | Current Output Measure | Target | Gap (Target-Output)
--- | --- | --- | --- | --- | --- | --- | ---
### Customer Perspective

1) **NEW BUDGETS**
   Average number of days from receipt of award in OSP to notification of budget number received by Principal Investigator from GCA. *
   - **Gap**: No gap
   - **Status**: 12 days Mar 06

2) **RTE**
   Number of days to process Request to Transfer Expenditures (RTEs) submitted by departments to GCA. †
   - **Gap**: 7 days
   - **Status**: 11 days Feb 05

3) **CLOSINGS (Methodology change)**
   Percent of budgets expired more than 150 days and not closed. †
   - **Gap**: %
   - **Status**: Mar 06

4) **RECHARGE CENTERS**
   Average number of MAA days + Combined MAA / Dept days to prepare, review, and approve proposals. Three targets for three levels of rate complexity.
   - **Status**: Q3-06 Mar 06

### Financial Perspective

9) **BILLING**
   Billing Backlog - cumulative grant expenditures not invoiced.
   - **Gap**: No gap
   - **Status**: $11.7 M Mar 06

10) **AGED RECEIVABLES**
    Percent of aged receivables outstanding more than 150 days outstanding. †
    - **Gap**: 16%
    - **Status**: 31% Mar 06

11) **TOTAL UNCOLLECTED**
    A combination of billing (#9) and aged receivables (#10). The amount of award dollars owing to the university. *
    - **Gap**: No gap
    - **Status**: $20.6M Mar 06

12) **DHHS**
    Potential liability write-offs from DHHS Awards that are closing Sept 30/2006
    - **Status**: $296k Dec 05

13) **F&A INDIRECT COST**
    Percent of dollar increase from year to year (fiscal) for indirect-cost recovery. Rolling 5-year average.*
    - **Gap**: No gap
    - **Status**: 9.2% Q2-06 Dec 05

### Internal Business Process Perspective

5) **CASH APPLIED**
   Percent of cash applied to budgets. * Future measure will display 12 month rolling average.
   (Measure to be updated Feb05 using new receivables info)
   - **Status**: 62 days Mar06

6) **FSR’s**
   Percent of final (and interim) Financial Status Reports (FSRs) completed within 90 days of budget expiration. †
   - **Status**: 29% Mar 06

7a) **3 month FEC’s**
   Faculty Effort Certificates (FECs) outstanding. †
   - **Status**: TBA

7b) **6 month FEC’s**
   Faculty Effort Certificates (FECs) outstanding. †
   - **Status**: TBA

8) **COST SHARE**
   Number of budgets expired more than 90 days with unmet cost sharing. †
   - **Status**: 117 Mar 06

### Learning and Growth Perspective

14) **STAFF SATISFACTION**
   2003 Highly Satisfied Employees
   - **Status**: 55% (2003)

15) **CULTURE & DIVERSITY**
   2003 Culture - Diversity
   - **Status**: 77% (2003)

16) **TRAINING & KNOWLEDGE**
   2003 Training & Knowledge
   - **Status**: 77% (2003)

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* † Rolling 12-month average; all days are calendar days

RAA Operational Performance Dashboard - University of Washington

Vincent Lau
vlau@u.washington.edu

3
## ACRONYM DEFINITION

Additional definitions maybe found here: [http://www.washington.edu/research/guide/glossary.html](http://www.washington.edu/research/guide/glossary.html)

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cost Share</strong></td>
<td>Cost sharing is the portion of project or program cost not borne by the sponsor. It is the University’s share of the cost of research.</td>
</tr>
<tr>
<td><strong>FEC</strong></td>
<td>Faculty Effort Certification</td>
</tr>
<tr>
<td><strong>FSR</strong></td>
<td>Financial Status Reports</td>
</tr>
<tr>
<td><strong>GCA</strong></td>
<td>Grant &amp; Contract Accounting</td>
</tr>
<tr>
<td><strong>IDC</strong></td>
<td>Indirect Cost</td>
</tr>
<tr>
<td><strong>LOC</strong></td>
<td>Letter of Credit</td>
</tr>
<tr>
<td><strong>MAA</strong></td>
<td>Management Accounting &amp; Analysis</td>
</tr>
<tr>
<td><strong>NEA</strong></td>
<td>Notice to Establish Account</td>
</tr>
</tbody>
</table>

### FEC

Faculty effort is the time that faculty spend on instruction, research, patient care, administration, etc., which is compensated by the University of Washington. (FEC) reports are forms faculty complete to document:
- Effort paid from both Federal and Non-Federal sponsored projects, which include grants and contracts.
- Cost sharing performed on Federal and Non-Federal sponsored projects, which include grants and contracts.

### FSR

A Financial Status Report (FSR) is a statement of expenditures sent to the sponsor of a grant or contract. It is prepared and submitted by Grant and Contract Accounting (GCA) on behalf of the Principal Investigator (PI). FSR can be further segmented by: (Federal versus non-Federal) or (Letter of Credit versus non-Letter of Credit).

### GCA

GCA is UW central administration office for post-award (OSP is UW central administration office for pre-award). GCA’s responsibility includes creating a budget for the award in the University financial system, completing financial reports, invoicing, collecting funds, document cost-share, and budget closing.

### IDC

Indirect Costs (aka facilities and administrative) costs are those incurred for common or joint objectives and cannot be identified readily and specifically with a particular sponsored project.

### LOC

In the context of GCA (Grant & Contract Accounting), LOC represents a means to differentiate FSR (Financial Status Report). A compliant completion of LOC FSR provides a favorable setting for the institution to receive expanded authorities.

### MAA

UW central administration office responsible for setting and negotiating the University’s IDC (Indirect Cost) rate, recharge center rates, and documenting FEC forms (Faculty Effort Certification).

### NEA

A NEA (Notice to Establish Account) is a form used by Office of Sponsored Programs to formally notify the Grant and Contract Accounting office to establish, extend, supplement or reduce a budget number for a grant/contract award.

When a sponsor approves an award, a formal notice is sent by the sponsoring agency to the University’s Office of Sponsored Programs. This notice is usually in the form of a grant or a contract. The Office of Sponsored Programs issues a Notice to Establish Account (NEA). The NEA is sent to Grant and Contract Accounting who will then establish a budget for the amount of the award.
# ACRONYM DEFINITION

Additional definitions maybe found here: [http://www.washington.edu/research/guide/glossary.html](http://www.washington.edu/research/guide/glossary.html)

<table>
<thead>
<tr>
<th>ACRONYM</th>
<th>DEFINITION</th>
</tr>
</thead>
<tbody>
<tr>
<td>OSP</td>
<td>Office of Sponsored Projects&lt;br&gt;OSP is UW central administration office for pre-award.</td>
</tr>
<tr>
<td>RAA</td>
<td>Research Accounting &amp; Analysis&lt;br&gt;The combined organization of GCA (Grant &amp; Contract Accounting) &amp; MAA (Management Accounting &amp; Analysis)</td>
</tr>
<tr>
<td>Recharge Centers</td>
<td>Recharge Centers&lt;br&gt;Recharge and cost centers are organizational units or activities that provide goods and services primarily to internal university operations and secondarily to external users, and charge the users for these services.</td>
</tr>
<tr>
<td>RTE</td>
<td>Request to Transfer Expenditures&lt;br&gt;A transfer of expenditures between budgets.</td>
</tr>
<tr>
<td>Wires</td>
<td>Wires &amp; Electronic Fund Transfers&lt;br&gt;Wires represent the electronic transfer of funds from the sponsoring agency to University bank accounts. Wires typically take the form of an electronic fund transfer (EFT).</td>
</tr>
</tbody>
</table>
(1) NEW BUDGETS

Effective January 2005, calculation is for business days only (excludes weekends & holidays)
(2) REQUEST TO TRANSFER EXPENDITURES - RTE

Number of Days to Process RTEs
(12 Month Rolling Average = 11 days, Jan05-Dec05)

FTE transition in August 2005. In addition the methodology in tracking processing days was modified to include department time, EIO time, and GCA review time (ie. time an RTE was sent back to the department for corrections).

Total Number of RTEs per Month
(3) CLOSINGS

ALL TEAMS
Cumulative backlog = Budgets Expired - Budgets Closed
# Budgets NOT Closed with expiration > 150 days

Number of Budgets NOT Closed

Apr-05  May-05  Jun-05  Jul-05  Aug-05  Sep-05  Oct-05  Nov-05  Dec-05  Jan-06  Feb-06  Mar-06
2482  2768  2867  2631  2547  2656  2233  2710  2828  3041  3077  2884

Average # of Days to Close (All Teams)
(Dec 05 applies for bgts closed in the month of Dec 2005 w/ expiration >150days)

Number of Budgets NOT Closed

Apr-05  May-05  Jun-05  Jul-05  Aug-05  Sep-05  Oct-05  Nov-05  Dec-05  Jan-06  Feb-06  Mar-06
363  511  428  350  437  363  511  428  350  437
(3) CLOSINGS

ALL TEAMS
# Budgets expired 150-180 days & #Budgets closed this month with expiration > 150days

- Monthly Budgets Expired
  - Only budgets with expiration date of 150-180 days prior (e.g. Jun05 = budgets with expiration date between Jan 1st - 31st, 2005)
  - Purging of biennium budgets affects how we currently count budget. This is being rectified.

- Budgets Closed
  - Budgets with expiration date > 150 days that have been closed this month

July05 with zero budgets expired is inaccurate. Purging of biennium budgets affects how we currently count budget. This is being rectified.
(4) RECHARGE CENTERS

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

<table>
<thead>
<tr>
<th></th>
<th>FY05-Q4</th>
<th>FY06-Q1</th>
<th>FY06-Q2</th>
<th>FY06-Q3</th>
<th>FY05-Q4</th>
<th>FY06-Q1</th>
<th>FY06-Q2</th>
<th>FY06-Q3</th>
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<tr>
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<td></td>
<td></td>
<td>5</td>
<td>2</td>
<td>0</td>
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<tr>
<td></td>
<td>6</td>
<td>4</td>
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<td>0</td>
<td>0</td>
<td>2</td>
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<tr>
<td><strong>EASY COMPLEXITY</strong></td>
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<td><strong>MEDIUM COMPLEXITY</strong></td>
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<td><strong>DIFFICULT COMPLEXITY</strong></td>
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<td><strong>Target = 30 days</strong></td>
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<tr>
<td><strong>MAA days + Combined days</strong></td>
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<td><strong>Target = 45 days</strong></td>
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<tr>
<td><strong>MAA days + Combined days</strong></td>
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<tr>
<td><strong>Target = 60 days</strong></td>
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<td></td>
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<tr>
<td><strong>MAA days + Combined days</strong></td>
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</tbody>
</table>

**COMMENTS:**
- **FY05-Q3:** No rates approved due to staff transition
- **FY06-Q2:** No rates approved. Typically, all recharge proposals are centered on either a fiscal year or an academic year start, therefore Q2 will experience a very limited (commonly zero) level of proposal submissions. Proposals reviewed during Q206 will be reflected in the quarter in which they are approved.

**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 in this graph; however the number of rates does affect the overall complexity of the proposal.

**Classifying the complexity of rates is a subjective determination by the process owner, and is based upon:**
- Number of internal rates within the proposal?
- Reviewers level of experience / expertise on proposal preparation. Has the person preparing the proposal worked on it previously?
- Is this proposal for a new or established center? Is this a University-wide center?
- Are there significant changes from prior approved proposal?
(5) CASH APPLIED

**Average Number of Days to Apply Cash Receipts to Appropriate Budget**

<table>
<thead>
<tr>
<th>Month</th>
<th>Mar-05</th>
<th>Apr-05</th>
<th>May-05</th>
<th>Jun-05</th>
<th>Jul-05</th>
<th>Aug-05</th>
<th>Sep-05</th>
<th>Oct-05</th>
<th>Nov-05</th>
<th>Dec-05</th>
<th>Jan-06</th>
<th>Feb-06</th>
<th>Mar-06</th>
</tr>
</thead>
<tbody>
<tr>
<td>Day</td>
<td>15</td>
<td>56</td>
<td>44</td>
<td>18</td>
<td>15</td>
<td>36</td>
<td>42</td>
<td>34</td>
<td>45</td>
<td>47</td>
<td>35</td>
<td>18</td>
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<tr>
<td>Days</td>
<td>56</td>
<td>18</td>
<td>56</td>
<td>15</td>
<td>42</td>
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<td>45</td>
<td>33</td>
<td>47</td>
<td>35</td>
<td>34</td>
<td>24</td>
<td>33</td>
</tr>
<tr>
<td>Days</td>
<td>18</td>
<td>56</td>
<td>18</td>
<td>34</td>
<td>34</td>
<td>18</td>
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<td>18</td>
<td>24</td>
<td>26</td>
<td>17</td>
<td>15</td>
<td>16</td>
</tr>
</tbody>
</table>

**Total Dollar Amount in Cash Suspense**

- Suspense items will adversely impact the average number of days to apply cash.

<table>
<thead>
<tr>
<th>Month</th>
<th>Apr-05</th>
<th>May-05</th>
<th>Jun-05</th>
<th>Jul-05</th>
<th>Aug-05</th>
<th>Sep-05</th>
<th>Oct-05</th>
<th>Nov-05</th>
<th>Dec-05</th>
<th>Jan-06</th>
<th>Feb-06</th>
<th>Mar-06</th>
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<tbody>
<tr>
<td>Amount</td>
<td>$9.9</td>
<td>$11.1</td>
<td>$11.2</td>
<td>$9.9</td>
<td>$11.8</td>
<td>$12.5</td>
<td>$13.1</td>
<td>$14.4</td>
<td>$17.4</td>
<td>$12.8</td>
<td>$11.7</td>
<td>$12.3</td>
</tr>
</tbody>
</table>

**Number of Items in Suspense**

- Suspense items will adversely impact the average number of days to apply cash.

<table>
<thead>
<tr>
<th>Month</th>
<th>Apr-05</th>
<th>May-05</th>
<th>Jun-05</th>
<th>Jul-05</th>
<th>Aug-05</th>
<th>Sep-05</th>
<th>Oct-05</th>
<th>Nov-05</th>
<th>Dec-05</th>
<th>Jan-06</th>
<th>Feb-06</th>
<th>Mar-06</th>
</tr>
</thead>
<tbody>
<tr>
<td>Items</td>
<td>485</td>
<td>515</td>
<td>438</td>
<td>450</td>
<td>552</td>
<td>576</td>
<td>591</td>
<td>589</td>
<td>618</td>
<td>532</td>
<td>515</td>
<td>528</td>
</tr>
</tbody>
</table>
(6) FINANCIAL STATUS REPORTS – FSR
Percent of Federal & Non-Federal Completed by Due Date

Percent of Federal & Non-Federal FSR Completed by Sponsor Due Date

Twelve month rolling average Apr05-Mar06: 29%
(6) FINANCIAL STATUS REPORTS – FSR

Federal & Non-Federal FSR Due and Completed

FSR Completed

- # Federal FSR Due
- # Federal FSR Completed
- # Non-Federal FSR Due
- # Non-Federal FSR Completed

Good
(7A) FACULTY EFFORT CERTIFICATION (3 month) FEC

Percent of Faculty Effort Certification Forms (3 Month FECs) Overdue
Based on 24 months (8 print cycles) of FECs

<table>
<thead>
<tr>
<th>Data extracted: 10/10/05</th>
<th>Data extracted: 1/10/06</th>
<th>Data extracted: 4/10/06</th>
</tr>
</thead>
<tbody>
<tr>
<td>% &gt;60 days Outstanding</td>
<td>% &gt;180 days Outstanding</td>
<td>% &gt;360 days Outstanding</td>
</tr>
<tr>
<td>6%</td>
<td>4%</td>
<td>2%</td>
</tr>
<tr>
<td>5%</td>
<td>2%</td>
<td>1%</td>
</tr>
<tr>
<td>3%</td>
<td>1%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Number of Faculty Effort Certification Forms (3 Month FECs) Overdue (cumulative, applies to all FEC periods)

<table>
<thead>
<tr>
<th>Data extracted: 10/10/05</th>
<th>Data extracted: 1/10/06</th>
<th>Data extracted: 4/10/06</th>
</tr>
</thead>
<tbody>
<tr>
<td># &gt;60 days Outstanding</td>
<td># &gt;180 days Overdue</td>
<td># &gt;360 days Outstanding</td>
</tr>
<tr>
<td>745</td>
<td>380</td>
<td>204</td>
</tr>
<tr>
<td>613</td>
<td>277</td>
<td>99</td>
</tr>
<tr>
<td>380</td>
<td>177</td>
<td>39</td>
</tr>
</tbody>
</table>

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).
(7B) FACULTY EFFORT CERTIFICATION (6 month) FEC

**Percent of Faculty Effort Certification Forms (6 Month FECs) Overdue**
Based on 12 months (2 print cycles) of FECs

- **0%** >60 days Outstanding
- **0%** >180 days Outstanding
- **0%** >360 days Outstanding

**Number of Faculty Effort Certification Forms (6 Month FECs) Overdue**
(cumulative, applies to all FEC periods)

- **0** >60 days Outstanding from print date
- **0** >180 days Overdue from print date
- **0** >360 days Outstanding from print date
(8) COST SHARE – All Teams

Number of expired budgets with unmet cost share greater then 90 days.
12 Month Rolling Average Apr05 - Mar06 = 117

Good

Unmet Cost Share for March 2006

>90 days overdue, $15,877,942
>60 days overdue, $1,149,999
30-60 days overdue, $840,307
0-30 days overdue, $116,500

Total Dollars of Outstanding Unmet Cost Sharing

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

Billing Backlog
Grant Expenditures Not Invoiced (cumulative)

Current Month Billing versus Previous Month Expenditures

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

Outstanding Aged Receivables

(All figures are 12-month rolling average)

<table>
<thead>
<tr>
<th>Month</th>
<th>1-90 days old</th>
<th>91-150 days old</th>
<th>Over 150 days</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mar-05</td>
<td>$4.7</td>
<td>$5.5</td>
<td>$5.7</td>
</tr>
<tr>
<td>Apr-05</td>
<td>$5.5</td>
<td>$5.7</td>
<td>$6.3</td>
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<td>May-05</td>
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<td>$6.3</td>
<td>$7.2</td>
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<td>Jun-05</td>
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<tr>
<td>Mar-06</td>
<td>$5.2</td>
<td>$5.2</td>
<td>$5.0</td>
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</table>

Target = $5 million

Percent of Aged Receivables Outstanding More Than 150 Days Old

Twelve month rolling average Apr05 - Mar06 = 31%

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Target = 15%
(11) TOTAL UNCOLLECTED
(Excludes cash suspense)

Total Uncollected
Unbilled & Uncollected Invoices (less aged-receivables suspense items)

26M target = [combination of two targets] and one estimate.
26M = [2M (unbilled) + 5M (aged > 150 days)] + 19M (12 mos. Average, Jan 04 – Dec 04, aged < 150 days)

RAA Operational Performance Dashboard - University of Washington
DHHS Historical Writeoffs

UW Financial Risk for September 30\textsuperscript{th} Federal Deadline

Risk = budgets that will de-obligate on Sept 30 where UW Award > NIH Payment Management System

\# Awards Reviewed = number of grants and contracts where UW award > PMS award
(13) FACILITIES & ADMINISTRATION (INDIRECT) COSTS

Absolute Dollar Increase from Quarter-to-Quarter for Indirect Cost Revenues
Rolling 5 yr Average FY01Q3 - FY06Q2: 9.2%

Dollar figure at top of column represents an annualized total that includes the last four quarters.

% Change in Indirect Cost Revenues (current quarter compared to same time last year)
Rolling 5 yr Average FY01Q3 - FY06Q2: 9.2%

Percent of Indirect Cost Recovered relative Direct Cost Excluding Gifts

IDC as % of DC excluding gifts  Std IDC Rate @ 55.5%
(14) EMPLOYEE SATISFACTION

Overall Highly Satisfied Staff

Source: 2003 RAA Employee Survey
Overall satisfaction of highly satisfied staff.

(15) CULTURE AND DIVERSITY

Culture - Diversity

Source: 2003 RAA Employee Survey
I believe that making this organization more diverse will make the organization better overall.

(16) TRAINING AND KNOWLEDGE

Training - Knowledge

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