Research Accounting & Analysis
University of Washington
Operational Performance Dashboard

September 2006
Quarter 1 - Fiscal Year 07

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@u.washington.edu, (206) 616-4912

Prepared Date: December 2006
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 1996-2006

**2005 Customer Satisfaction Survey**

% Customers Satisfied

**New Budget Setup**

Number of Days to Setup New Budgets in GCA only
GCA target = 1 day

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<table>
<thead>
<tr>
<th>Process / Measure</th>
<th>Current Output Measure</th>
<th>Target</th>
<th>Gap (Target-Output)</th>
<th>Process / Measure</th>
<th>Current Output Measure</th>
<th>Target</th>
<th>Gap (Target-Output)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Customer Perspective</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>Financial Perspective</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1) NEW BUDGETS</td>
<td>Average number of business days to setup a new budget (from award receipt in OSP to PI notification of active budget from GCA)</td>
<td>14 days Sep 06</td>
<td>12 days</td>
<td>2 days</td>
<td>9) BILLING</td>
<td>Billing Backlog – the cumulative grant expenditures not invoiced.</td>
<td>$13.9 M Sep 06</td>
</tr>
<tr>
<td>2) REQUEST TO TRANSFER EXPENDITURE</td>
<td>Number of business days to process RTEs.</td>
<td>7 days Sep 06</td>
<td>4 days</td>
<td>3 days</td>
<td>10) AGED RECEIVABLES</td>
<td>Percent of uncollected invoices that are past 150 calendar days of invoice due date.</td>
<td>30% Sep 06</td>
</tr>
<tr>
<td>3) CLOSINGS</td>
<td>Number of days to close a budget.</td>
<td>309 days Sep 06</td>
<td>320 days</td>
<td>No gap</td>
<td>11) TOTAL UNCOLLECTED</td>
<td>A combination of billing (#9) and aged receivables (#10). The total amount of award dollars owing to the university.</td>
<td>$28.5 M Sep 06</td>
</tr>
<tr>
<td>4) RECHARGE CENTERS</td>
<td>Average number of MAA days + Combined MAA / Dept days to prepare, review, and approve proposals. Three targets for three levels of rate complexity.</td>
<td>Q4-06 Sep 06</td>
<td>See graph</td>
<td>See graph</td>
<td>12) DHHS</td>
<td>Potential DHHS Award write-offs that will de-obligate on Sept 30/2007</td>
<td>$74k Oct 06</td>
</tr>
<tr>
<td>5) CASH APPLIED</td>
<td>(a) Average number of calendar days to apply cash receipts to the appropriate budget. (b) Number and dollar amount in Cash Suspense accounts.</td>
<td>34 days Sep 06</td>
<td>15 days</td>
<td>19 days</td>
<td>13) F&amp;A INDIRECT COST</td>
<td>Percent of dollar increase from year to year (fiscal) for indirect-cost recovery. Rolling 5-year average.*</td>
<td>8.4% Q1–07 Sep 06</td>
</tr>
<tr>
<td>6) FINANCIAL STATUS REPORTS (FSR)</td>
<td>Percent of submitted on time FSR to Federal sponsor due date. †</td>
<td>46% Sep 06</td>
<td>85.0%</td>
<td>39%</td>
<td>15) CULTURE &amp; DIVERSITY</td>
<td>2003 Culture - Diversity</td>
<td>77% (2003)</td>
</tr>
<tr>
<td>7a) 3 month Faculty Effort Certification</td>
<td>Number of FEC’s received on time and outstanding. †</td>
<td>91% Summer 2006</td>
<td>95%</td>
<td>4%</td>
<td>16) TRAINING &amp; KNOWLEDGE</td>
<td>2003 Training &amp; Knowledge</td>
<td>77% (2003)</td>
</tr>
<tr>
<td>7b) 6 month Faculty Effort Certification</td>
<td>Number of FEC’s received on time and outstanding. †</td>
<td>70% Jan-Jun 06 FEC</td>
<td>95%</td>
<td>25%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8) COST SHARE</td>
<td>Number of budgets past 90 calendar days from the project end-date but still have unmet cost sharing. **†</td>
<td>83 Sep 06</td>
<td>30 budgets</td>
<td>53</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

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RAA Operational Performance Dashboard - University of Washington

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# 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&lt;br&gt;&lt;br&gt;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:&lt;br&gt;• Effort paid from both Federal and Non-Federal sponsored projects, which include grants and contracts.&lt;br&gt;• Cost sharing performed on Federal and Non-Federal sponsored projects, which include grants and contracts.</td>
</tr>
<tr>
<td><strong>FSR</strong></td>
<td>Financial Status Reports&lt;br&gt;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).</td>
</tr>
<tr>
<td><strong>GCA</strong></td>
<td>Grant &amp; Contract Accounting&lt;br&gt;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.</td>
</tr>
<tr>
<td><strong>IDC</strong></td>
<td>Indirect Cost&lt;br&gt;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.</td>
</tr>
<tr>
<td><strong>LOC</strong></td>
<td>Letter of Credit&lt;br&gt;In the context of GCA (Grant &amp; 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.</td>
</tr>
<tr>
<td><strong>MAA</strong></td>
<td>Management Accounting &amp; Analysis&lt;br&gt;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).</td>
</tr>
<tr>
<td><strong>NEA</strong></td>
<td>Notice to Establish Account&lt;br&gt;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.</td>
</tr>
</tbody>
</table>
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Additional definitions maybe found here: [http://www.washington.edu/research/guide/glossary.html](http://www.washington.edu/research/guide/glossary.html)

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<tr>
<th>Acronym</th>
<th>Definition</th>
</tr>
</thead>
</table>
| OSP     | Office of Sponsored Projects  
OSP is UW central administration office for pre-award. |
| RAA     | Research Accounting & Analysis  
The combined organization of GCA (Grant & Contract Accounting) & MAA (Management Accounting & Analysis) |
| Recharge Centers | Recharge Centers  
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. |
| RTE     | Request to Transfer Expenditures  
A transfer of expenditures between budgets. |
| Wires   | Wires & Electronic Fund Transfers  
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). |
(1) NEW BUDGETS

Number of Business Days to Setup New Budgets (combined OSP & GCA)
Receipt of Award at OSP to P.I. Notification by GCA
Twelve month rolling average Oct05-Sep06: 14 days

Number of Calendar Days
Average OSP Time  Average GCA Time  Combined Target

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

Number of Business Days to Process RTEs
(12 Month Rolling Average = 7 business days, Oct05-Sept06)

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

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(3) CLOSINGS

**BACKLOG - ALL TEAMS**

# Budgets NOT Closed with an End date >150days

<table>
<thead>
<tr>
<th></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>
<th>Apr-06</th>
<th>May-06</th>
<th>Jun-06</th>
<th>Jul-06</th>
<th>Aug-06</th>
<th>Sep-06</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budgets NOT Closed &gt;150 days expiration</td>
<td>2233</td>
<td>2710</td>
<td>2828</td>
<td>3041</td>
<td>3077</td>
<td>2884</td>
<td>2716</td>
<td>2937</td>
<td>2883</td>
<td>2853</td>
<td>2946</td>
<td>3012</td>
</tr>
</tbody>
</table>

**Average # of Calendar Days to Close a Budget (All Teams)**

Applies to all budgets closed in the respective month

<table>
<thead>
<tr>
<th></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>
<th>Apr-06</th>
<th>May-06</th>
<th>Jun-06</th>
<th>Jul-06</th>
<th>Aug-06</th>
<th>Sep-06</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average # Calendar Days to Close a Budget</td>
<td>361</td>
<td>474</td>
<td>361</td>
<td>335</td>
<td>414</td>
<td>392</td>
<td>401</td>
<td>399</td>
<td>468</td>
<td>472</td>
<td>309</td>
<td></td>
</tr>
</tbody>
</table>

Target = 320 days
(3) CLOSINGS

CHANGE IN CLOSINGS BACKLOG - ALL TEAMS

Budgets Expired = only budgets with expiration date of 150-180 days prior (eg. Jun06= budgets with expiration date between Jan 1st - 31st, 2006)
Budgets Closed = budgets with expiration date > 150days that have been closed this month
July06 with zero budgets expired is inaccurate, and is under review. Purging of biennium budgets affects how we currently count budget.
(4) RECHARGE CENTERS

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

<table>
<thead>
<tr>
<th></th>
<th>Total # Days to Approve Rate Proposal (MAA + Dept)</th>
<th>Target (varies based on complexity)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY06-Q2</td>
<td>0</td>
<td>25</td>
</tr>
<tr>
<td>FY06-Q3</td>
<td>4</td>
<td>50</td>
</tr>
<tr>
<td>FY06-Q4</td>
<td>4</td>
<td>75</td>
</tr>
<tr>
<td>FY07-Q1</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>FY06-Q2</td>
<td>0</td>
<td>25</td>
</tr>
<tr>
<td>FY06-Q3</td>
<td>0</td>
<td>50</td>
</tr>
<tr>
<td>FY06-Q4</td>
<td>4</td>
<td>75</td>
</tr>
<tr>
<td>FY07-Q1</td>
<td>2</td>
<td>100</td>
</tr>
<tr>
<td>FY06-Q2</td>
<td>0</td>
<td>25</td>
</tr>
<tr>
<td>FY06-Q3</td>
<td>2</td>
<td>50</td>
</tr>
<tr>
<td>FY06-Q4</td>
<td>2</td>
<td>75</td>
</tr>
<tr>
<td>FY07-Q1</td>
<td>1</td>
<td>100</td>
</tr>
</tbody>
</table>

EASY COMPLEXITY
- Target = 30 days
- MAA days + Combined days

MEDIUM COMPLEXITY
- Target = 45 days
- MAA days + Combined days

DIFFICULT COMPLEXITY
- Target = 60 days
- MAA days + Combined days

**COMMENTS:**

- 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 FY06-Q2 will be reflected in the quarter in which they are approved.

- Number of proposals is numerically expressed at the top of each column.

- Number of rates within each proposal not shown
  - The number of rates is not shown; however this number is taken into account in classifying 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?

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(5) CASH APPLIED

Source data for average # days maybe understated. Actual times are likely higher. A review is currently taking place.
(6) FINANCIAL STATUS REPORTS – All Teams

**% FSR Completed - All Teams**
12 month average Federal (requiring submitted report) = 46%

- **NON-FEDERAL**
  - Oct-05: 47%
  - Nov-05: 19%
  - Dec-05: 43%
  - Jan-06: 41%
  - Feb-06: 29%
  - Mar-06: 50%
  - Apr-06: 47%
  - May-06: 27%
  - Jun-06: 54%
  - Jul-06: 52%
  - Aug-06: 38%
  - Sep-06: 32%

- **FEDERAL (Requires Submitted Report)**
  - Oct-05: 26%
  - Nov-05: 41%
  - Dec-05: 40%
  - Jan-06: 25%
  - Feb-06: 28%
  - Mar-06: 47%
  - Apr-06: 38%
  - May-06: 64%
  - Jun-06: 56%
  - Jul-06: 62%
  - Aug-06: 63%
  - Sep-06: 66%

- **FEDERAL (No Requirement to Submit Report)**
  - Oct-05: 39%
  - Nov-05: 36%
  - Dec-05: 66%
  - Jan-06: 83%
  - Feb-06: 45%
  - Mar-06: 81%
  - Apr-06: 33%
  - May-06: 94%
  - Jun-06: 81%
  - Jul-06: 89%
  - Aug-06: 83%
  - Sep-06: 66%

- **Target (Federal req. Report) = 85%**
  - Oct-05: 85%
  - Nov-05: 85%
  - Dec-05: 85%
  - Jan-06: 85%
  - Feb-06: 85%
  - Mar-06: 85%
  - Apr-06: 85%
  - May-06: 85%
  - Jun-06: 85%
  - Jul-06: 85%
  - Aug-06: 85%
  - Sep-06: 85%

**Federal FSR REQUIRES Submitted Reports - All Teams**
12 month average = 46%

- **# FSR**
  - Oct-05: 114 FSR
  - Nov-05: 122 FSR
  - Dec-05: 82 FSR
  - Jan-06: 36 FSR
  - Feb-06: 36 FSR
  - Mar-06: 72 FSR
  - Apr-06: 34 FSR
  - May-06: 75 FSR
  - Jun-06: 61 FSR
  - Jul-06: 85 FSR
  - Aug-06: 62 FSR
  - Sep-06: 134 FSR

- **% Federal FSR Completed On Time**
  - Oct-05: 26%
  - Nov-05: 41%
  - Dec-05: 40%
  - Jan-06: 25%
  - Feb-06: 28%
  - Mar-06: 47%
  - Apr-06: 38%
  - May-06: 64%
  - Jun-06: 56%
  - Jul-06: 62%
  - Aug-06: 63%
  - Sep-06: 66%

- **# Federal (w/Report) FSR Not Completed On Time**
  - Oct-05: 84
  - Nov-05: 72
  - Dec-05: 49
  - Jan-06: 27
  - Feb-06: 26
  - Mar-06: 38
  - Apr-06: 21
  - May-06: 27
  - Jun-06: 27
  - Jul-06: 32
  - Aug-06: 23
  - Sep-06: 46

- **# Federal (w/Report) FSR Completed On Time**
  - Oct-05: 30
  - Nov-05: 50
  - Dec-05: 33
  - Jan-06: 9
  - Feb-06: 10
  - Mar-06: 34
  - Apr-06: 13
  - May-06: 48
  - Jun-06: 34
  - Jul-06: 53
  - Aug-06: 39
  - Sep-06: 88

- **# Federal (w/Report) FSR Due**
  - Oct-05: 114
  - Nov-05: 122
  - Dec-05: 82
  - Jan-06: 36
  - Feb-06: 36
  - Mar-06: 72
  - Apr-06: 34
  - May-06: 75
  - Jun-06: 61
  - Jul-06: 85
  - Aug-06: 62
  - Sep-06: 134
(6) FINANCIAL STATUS REPORTS – All Teams

Federal FSR  NO REQUIREMENT  to Submit Reports  - All Teams
12 month average = 66%

Non-Federal FSR - All Teams
12 month average = 40%

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

Quarterly Faculty Effort Certification

<table>
<thead>
<tr>
<th></th>
<th>2004(1)WI</th>
<th>2004(2)SP</th>
<th>2004(3)SU</th>
<th>2004(4)AU</th>
<th>2005(1)WI</th>
<th>2005(2)SP</th>
<th>2005(3)SU</th>
<th>2005(4)AU</th>
<th>2006(1)WI</th>
<th>2006(2)SP</th>
<th>2006(3)SU</th>
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<tbody>
<tr>
<td>Not Signed/Late</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>84</td>
</tr>
<tr>
<td>Not Signed/Not Late</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Signed Late</td>
<td>717</td>
<td>915</td>
<td>1037</td>
<td>979</td>
<td>268</td>
<td>196</td>
<td>524</td>
<td>246</td>
<td>257</td>
<td>149</td>
<td>26</td>
</tr>
<tr>
<td>Signed On Time</td>
<td>1136</td>
<td>977</td>
<td>1190</td>
<td>877</td>
<td>609</td>
<td>715</td>
<td>709</td>
<td>606</td>
<td>591</td>
<td>715</td>
<td>1081</td>
</tr>
<tr>
<td>Total</td>
<td>1853</td>
<td>1893</td>
<td>2229</td>
<td>1856</td>
<td>877</td>
<td>911</td>
<td>1233</td>
<td>852</td>
<td>848</td>
<td>864</td>
<td>1191</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 FEC (6 month)

6 Month Faculty Effort Certification

Number of FEC

12/16/04-06/30/05 | 07/01/05-12/31/05 | 01/01/06-06/30/06
--- | --- | ---
FEC's Outstanding & Overdue (late) | 13 | 57 | 0
FEC's Outstanding & Not Overdue | 0 | 0 | 603
FEC's Returned Late | 737 | 262 | 0
FEC's Returned On Time | 301 | 752 | 445
Total | 1051 | 1071 | 1048

% of FEC

12/16/04-06/30/05 | 07/01/05-12/31/05 | 01/01/06-06/30/06
--- | --- | ---
% FEC's Outstanding & Overdue (late) | 1% | 5% | 0%
% FEC's Outstanding & Not Overdue | 0% | 0% | 58%
% FEC's Returned Late | 70% | 24% | 0%
% FEC's Returned On Time | 29% | 70% | 42%
Target % FEC's Returned On Time = 95% | 95% | 95% | 95%
(8) COST SHARE – All Teams

Number of expired budgets with unmet cost share greater than 90 calendar days.  
12 Month Rolling Average Oct05 - Sep06 = 119

Total Dollars of Outstanding Unmet Cost Sharing

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

Billing Backlog
Cumulative Grant Expenditures Not Invoiced

- Target=$2.3M
- Nov 04: Began including FOP 28 in backlog

Current Month Billing versus Previous Month Expenditures

* Expenditures = Current monthly billing + change in cumulative unbilled

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(10) AGED (INVOICE) RECEIVABLES

All Invoice Receivables

Total Invoice Receivables
12-month rolling average

Invoice Receivables > 150 Calendar Days

AR > 150 days as % of 12 month rolling average
Twelve month rolling average Oct05 - Sep06 = 30%

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This measure represents the Total Uncollected Receivables from Grant & Contracts. Receivables can either be:
1. Expenditures that have not yet been invoiced (ie. Cumulative Billing Backlog primarily consists of Cost Reimbursable budgets).
2. Expenditures that have been invoiced but payment has not yet been received from the sponsor (ie. Total Invoice Receivables)

The following are excluded from this measure:
- Scheduled Invoice & Payments - typically UW receives payment before the expenditure incurs.
- Deficits & Advances - UW is solely responsible for expenditures resulting in a deficit or advance
- Letter of Credit - typically are drawn and paid in full the following business day.
DHHS Historical Writeoffs

UW Financial Risk for September 30th 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

RAA Operational Performance Dashboard - University of Washington

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(13) FACILITIES & ADMINISTRATION (INDIRECT) COSTS

F&A Indirect Cost Recovery In Last Four Quarters
Rolling 5 yr Average FY02Q2 - FY07Q1: 8.4%

% Change in F&A Indirect Cost Revenues
(Comparing current quarter recovery to the same quarter in last fiscal year)

Percent of F&A Indirect Cost Recovered relative Direct Cost (Excluding Gifts)
**(14) EMPLOYEE SATISFACTION**

*Overall Highly Satisfied Staff*

- UWFM 2003: 53%
- RAA 2001: 66%
- RAA 2003: 55%

*Source: 2003 RAA Employee Survey*

Overall satisfaction of highly satisfied staff.

*Industry Benchmark = 42%*

**(15) CULTURE AND DIVERSITY**

*Culture - Diversity*

- UWFM 2003: 72%
- RAA 2001: 77%
- RAA 2003: 77%

*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*

- UWFM 2003: 72%
- RAA 2001: 77%
- RAA 2003: 77%

*Source: 2003 RAA Employee Survey*

I have the training I need to create and share knowledge.

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