Research Accounting & Analysis
University of Washington
Operational Performance Dashboard

December 2010
Fiscal Year 11 - Quarter 2
Version Date: 2.23.2011

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.

Equipment Inventory Office Mission
The mission of Equipment Inventory Office, in cooperation with the University of Washington departments, is to ensure proper safeguarding and accurate accountability of inventoriable assets.

Key processes include:
Prompt New Award Setup, Accurate Reporting, Timely Invoicing, Full Compliance, Responsible Cash Management, Efficient Recharge Accounting Oversight, Comprehensive Development and Negotiation of F&A Indirect Cost Rates.

For questions about this report, please contact: Kari Le, karicle@uw.edu, 206.616.4912
Research Accounting & Analysis

Peer Comparison

FY2010 (Net ARRA)

<table>
<thead>
<tr>
<th></th>
<th>Total Award (bar chart)</th>
<th>Award $ per FTE (line chart)</th>
</tr>
</thead>
<tbody>
<tr>
<td>U of Michigan</td>
<td>$825</td>
<td>$825</td>
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<tr>
<td>U of Washington</td>
<td>$1,108</td>
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<tr>
<td>U of California - LA</td>
<td>$818</td>
<td>$19</td>
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Efficiency

Hours Required to Manage One Budget FY 1997-2010

2010 Customer Satisfaction Survey

<table>
<thead>
<tr>
<th></th>
<th>% Customers Satisfied</th>
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<tbody>
<tr>
<td>FM</td>
<td>77%</td>
</tr>
<tr>
<td>EIO</td>
<td>91%</td>
</tr>
<tr>
<td>MAA</td>
<td>78%</td>
</tr>
<tr>
<td>GCA</td>
<td>62%</td>
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New Budget Setup

Number of Days to Setup New Budgets in GCA only

GCA target = 1 day

RAA Operational Dashboard - University of Washington
Kari Le, karicle@uw.edu
<table>
<thead>
<tr>
<th>PROCESS/MEASURES</th>
<th>Current</th>
<th>Target</th>
<th>Gap</th>
<th>PROCESS/MEASURES</th>
<th>Current</th>
<th>Target</th>
<th>Gap</th>
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<tr>
<td>CUSTOMER</td>
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<td>FINANCIAL</td>
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<td></td>
<td></td>
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<tr>
<td>(1) NEW BUDGETS</td>
<td>p. 4</td>
<td>15</td>
<td>12</td>
<td>(11) BILLING</td>
<td>p. 17</td>
<td>$10.8M</td>
<td>$2M</td>
</tr>
<tr>
<td>Avg # of business days to setup a new award (from award receipt in OSP to PI notification of active budget in GCA). †</td>
<td>15 days</td>
<td>12 days</td>
<td>-3 days</td>
<td>Billing backlog - Cumulative cost reimbursable grant expenditures not yet invoiced.</td>
<td>$10.8M</td>
<td>$2M</td>
<td>$8.8M</td>
</tr>
<tr>
<td>(2) CLOSINGS</td>
<td>p. 6</td>
<td>131</td>
<td>120</td>
<td>(12) AGED RECEIVABLES</td>
<td>p. 19</td>
<td>23%</td>
<td>15%</td>
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<tr>
<td>Avg # of calendar days to close a budget for current quarter.</td>
<td>131 days</td>
<td>120 days</td>
<td>-11 days</td>
<td>Percent of unpaid invoices past 150 calendar days. †</td>
<td>23%</td>
<td>15%</td>
<td>-8%</td>
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<tr>
<td>(3) RECHARGE CENTERS</td>
<td>p. 8</td>
<td>See graph</td>
<td>See graph</td>
<td>(13) TOTAL UNCOLLECTED</td>
<td>p. 21</td>
<td>$54M</td>
<td>$23M</td>
</tr>
<tr>
<td>Avg # of calendar days to prepare, review, and approve proposals. Three targets for levels of rate complexity.</td>
<td>See graph</td>
<td>See graph</td>
<td>See graph</td>
<td>A combination of billing and aged receivables. Total Accounts Receivable for cost reimbursable research.</td>
<td>$54M</td>
<td>$23M</td>
<td>$31M</td>
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<tr>
<td>(4) PROPERTY REPORT SUBMITTED</td>
<td>p. 9</td>
<td>100%</td>
<td>100%</td>
<td>(14) DHHS</td>
<td>p. 22</td>
<td>$121K</td>
<td>0 on Oct 1st</td>
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<tr>
<td>Percent of property reports that submitted on time.</td>
<td>No gap</td>
<td>No gap</td>
<td>No gap</td>
<td>Potential Department of Health &amp; Human Services write-offs that will de-obligate on Sept 30.</td>
<td>$121K</td>
<td>0 on Oct 1st</td>
<td>$121K</td>
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<tr>
<td>(5) COLLECT INVENTORY</td>
<td>p. 9</td>
<td>98%</td>
<td>95%</td>
<td>(15) F&amp;A Indirect Cost</td>
<td>p. 23</td>
<td>4.80%</td>
<td>5%</td>
</tr>
<tr>
<td>Percent of inventories received by due date.</td>
<td>No gap</td>
<td>No gap</td>
<td>No gap</td>
<td>Percent of total dollar increase from year to year (fiscal) for indirect cost recovery.</td>
<td>4.80%</td>
<td>5%</td>
<td>-0.2%</td>
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<tr>
<td>INTEGRAL BUSINESS PROCESS</td>
<td></td>
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<td>LEARNING &amp; GROWTH</td>
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<tr>
<td>(6) INCOMPLETE ASSET TRACKING</td>
<td>p. 10</td>
<td>See graph</td>
<td>See graph</td>
<td>(16) EMPLOYEE DEVELOPMENT PLAN</td>
<td>p. 26</td>
<td>See graph</td>
<td>See graph</td>
</tr>
<tr>
<td>Number of incomplete assets as of the end of each month.</td>
<td>See graph</td>
<td>See graph</td>
<td>See graph</td>
<td>Number of employees with active EDP (signed within 24 month period).</td>
<td>See graph</td>
<td>See graph</td>
<td></td>
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<tr>
<td>(7) CASH APPLIED</td>
<td>p. 11</td>
<td>See graph</td>
<td>See graph</td>
<td>(17) EMPLOYEE SATISFACTION</td>
<td>p. 26</td>
<td>76%</td>
<td>(2009)</td>
</tr>
<tr>
<td>(a) Average monthly % cash receipts applied to budgets and suspense accounts. (b) Number and dollar volume in Cash Suspense accounts.</td>
<td>See graph</td>
<td>See graph</td>
<td>See graph</td>
<td>2009 RAA Employee Survey - Highly Satisfied</td>
<td>76%</td>
<td>(2009)</td>
<td></td>
</tr>
<tr>
<td>(8) FINANCIAL STATUS REPORTS</td>
<td>p. 13</td>
<td>77%</td>
<td>85%</td>
<td>(18) CULTURE &amp; DIVERSITY</td>
<td>p. 26</td>
<td>67%</td>
<td>(2009)</td>
</tr>
<tr>
<td>Percent of FSR submitted on time within Federal sponsor due date. †</td>
<td>77%</td>
<td>85%</td>
<td>-8%</td>
<td>2009 RAA Employee Survey - FM Diversity Initiative has made a positive impact in FM.</td>
<td>67%</td>
<td>(2009)</td>
<td></td>
</tr>
<tr>
<td>(9) FACULTY EFFORT CERTIFICATION</td>
<td>p. 15</td>
<td>97%</td>
<td>95%</td>
<td>(19) TRAINING &amp; KNOWLEDGE</td>
<td>p. 26</td>
<td>79%</td>
<td>(2009)</td>
</tr>
<tr>
<td>Percent of FEC's signed on time.</td>
<td>97%</td>
<td>95%</td>
<td>No gap</td>
<td>2009 RAA Employee Survey - I am developing my skills as a Knowledge Worker.</td>
<td>79%</td>
<td>(2009)</td>
<td></td>
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<tr>
<td>(10) COST SHARE</td>
<td>p. 16</td>
<td>82 budgets</td>
<td>30 budgets</td>
<td>-52 budgets</td>
<td>6</td>
<td>12-month average</td>
<td></td>
</tr>
<tr>
<td>Number of budgets past 90 calendar days from the project end date but still have unmet cost.</td>
<td>82 budgets</td>
<td>30 budgets</td>
<td>-52 budgets</td>
<td>6</td>
<td>12-month average</td>
<td></td>
<td></td>
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</tbody>
</table>

RAA Operational Dashboard - University of Washington
Kari Le, karicle@uw.edu
(1) NEW BUDGET SETUP TIME

**New Budget Setup Time (combined OSP & GCA)**
Receipt of Award at OSP to P.I. Notification by GCA
Twelve month average Jan10-Dec10 = 15 days

- **Average OSP Time**
- **Average GCA Time**
- **Combined Target**

**New Budget Setup Time in GCA Only**
Receipt of Award at GCA to P.I. Notification by GCA

- **Average GCA Time**
- **Target = GCA 1 day new budget setup time**
(1) NEW BUDGET VARIABILITY

GCA New Budget Setup Time

# Business Days

GCA Office Average

Budget Setup Time

GCA Office Average

RAA Operational Dashboard - University of Washington
Kari Le, karicle@uw.edu
(2) CLOSINGS

Budgets Expired with End Date > 120 days

Backlog = End Date before 11/1/2009
Current Log = End Date between 120 and 150 days from the Current Period
Gaplog = End Date between Backlog and Current Log

RAA Operational Dashboard - University of Washington
Kari Le, karicle@uw.edu
(2) CLOSINGS

Average # of Calendar Days to Close a Budget
Applied to gaplog* budgets closed in in the respective month
3 month average Oct10-Dec10 = 131 days

Change the target # of calendar days to close a gaplog budget to
120 days where expired date is on or after 11/1/2009.

*Gaplog budgets expired on or after 11/1/2009
(3) RECHARGE CENTERS

The Recharge Measure represents the total amount of time required by Dean, Department and MAA to approve a recharge proposal (excluding proposal preparation time). Based on various factors, proposals are classified into their relative complexity categories.
(4) PROPERTY REPORT SUBMITTED

Percentage of Property Reports Submitted On Time

Target = 100%

(5) COLLECT INVENTORIES

Percentage of Inventories Received by Due Date - August 31, XXXX

Target = 95%
(6) INCOMPLETE ASSET TRACKING

Count of T Status Assets (asset information only),
P Status Assets (financial information only),
ProCard P Status Assets (financial information only)

Definition: The number of incomplete assets as of the end of each month.

a. Assets in T status have had asset data entered by the campus but have not been matched up to (or are awaiting) payment.
b. P status assets have been paid for but asset information has not been entered by campus.
c. ProCard P status assets are specific to the ProCard purchase method.

Tracking this is important because there is no longer "pre-review" of equipment purchases under $3,300 on the ProCard.
(7) CASH APPLIED

Total Dollar Amount in Cash Suspense
Resolved suspense items will adversely impact the average number of calendar days to apply cash.

Number of Items in Cash Suspense
Suspense items will adversely impact the average number of calendar days to apply cash.
(7) CASH APPLIED (con't.)

Percent of Cash Applied to Budgets and Suspense Accounts

Twelve Month Average of Cash Applied to Suspense Accounts = 6%

Monthly Cash Amount Applied to Suspense Accounts

Monthly Cash Items Applied to Suspense Accounts

RAA Operational Dashboard - University of Washington
Kari Le, karicle@uw.edu
### (8) FINANCIAL STATUS REPORTS

#### % FSR Completed

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<tr>
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<th>Feb-10</th>
<th>Mar-10</th>
<th>Apr-10</th>
<th>May-10</th>
<th>Jun-10</th>
<th>Jul-10</th>
<th>Aug-10</th>
<th>Sep-10</th>
<th>Oct-10</th>
<th>Nov-10</th>
<th>Dec-10</th>
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</thead>
<tbody>
<tr>
<td>FEDERAL (Rpt Req)</td>
<td>0%</td>
<td>55%</td>
<td>83%</td>
<td>77%</td>
<td>67%</td>
<td>86%</td>
<td>88%</td>
<td>88%</td>
<td>76%</td>
<td>81%</td>
<td>77%</td>
<td>72%</td>
<td>70%</td>
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<tr>
<td>FEDERAL (No Rpt Req)</td>
<td>0%</td>
<td>100%</td>
<td>100%</td>
<td>76%</td>
<td>86%</td>
<td>93%</td>
<td>100%</td>
<td>75%</td>
<td>74%</td>
<td>65%</td>
<td>76%</td>
<td>47%</td>
<td>65%</td>
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<td>NON-FEDERAL</td>
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<td>78%</td>
<td>87%</td>
<td>83%</td>
<td>79%</td>
<td>84%</td>
<td>73%</td>
<td>74%</td>
<td>49%</td>
<td>44%</td>
<td>71%</td>
<td>46%</td>
<td>50%</td>
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<tr>
<td>Target=85% FED (Rep Req)</td>
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#### Federal FSR REQUIRES Submitted Reports

12 month % completion of individual budgets (not monthly % average) = 77%

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<th>Feb-10</th>
<th>Mar-10</th>
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<td>54</td>
<td>142</td>
<td>155</td>
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#### % Completed - On Time

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<th>77%</th>
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#### Column Total

|                | 0          | 65      | 36      | 52      | 66      | 57      | 58      | 117     | 54      | 142     | 155     | 117     | 77     | 996    |

RAA Operational Dashboard - University of Washington
Kari Le, karicle@uw.edu
(8) FINANCIAL STATUS REPORTS (con't.)

Federal FSR  NO REQUIREMENT to Submit Reports

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Late - Incomplete

<table>
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<th>Jan-10</th>
<th>Feb-10</th>
<th>Mar-10</th>
<th>Apr-10</th>
<th>May-10</th>
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Completed - On Time

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<th>Apr-10</th>
<th>May-10</th>
<th>Jun-10</th>
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<th>Nov-10</th>
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Non-Federal FSR

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(9) FACULTY EFFORT CERTIFICATION - FEC

6 Month Faculty Effort Certification
Dates represent FEC reporting period. Data last updated: 1/26/2011

<table>
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<tr>
<th>Dates</th>
<th>Not Returned / Late</th>
<th>Not returned / Not Late</th>
<th>Signed Late</th>
<th>Signed On Time (no change)</th>
<th>Total</th>
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Note: Academic reporters changed to 6 month reporting cycle (9/16-3/15 and 3/16-9/15) that replaced the 3-month FEC reports.
(10) COST SHARE

**Total Number of Expired Budgets with Unmet Cost Sharing**
12 Month Average for number of Budgets expired over 90 days with unmet cost share = 82

**Total Dollars of Outstanding Unmet Cost Sharing**

<table>
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<tr>
<th>Month</th>
<th>&gt;90 days overdue</th>
<th>61-90 days overdue</th>
<th>31-60 days overdue</th>
<th>0-30 days overdue</th>
<th>Total Amount Exp.</th>
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<tr>
<td>Jan-10</td>
<td>$10,754,255</td>
<td>$928,706</td>
<td>$1,271,642</td>
<td>$156,257</td>
<td>$13,110,859</td>
</tr>
<tr>
<td>Feb-10</td>
<td>$10,366,580</td>
<td>$12,063</td>
<td>$1,106,158</td>
<td>$150,546</td>
<td>$11,635,346</td>
</tr>
<tr>
<td>Mar-10</td>
<td>$6,079,663</td>
<td>$76,656</td>
<td>$81,933</td>
<td>$285,899</td>
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<td>Apr-10</td>
<td>$6,550,581</td>
<td>$150,520</td>
<td>$180,972</td>
<td>$167,430</td>
<td>$6,975,638</td>
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<tr>
<td>May-10</td>
<td>$6,093,030</td>
<td>$72,584</td>
<td>$72,584</td>
<td>$134,836</td>
<td>$6,450,970</td>
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<tr>
<td>Jun-10</td>
<td>$5,434,554</td>
<td>$4,381,794</td>
<td>$92,046</td>
<td>$4,898,293</td>
<td>$6,450,970</td>
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<tr>
<td>Jul-10</td>
<td>$5,264,098</td>
<td>$373,200</td>
<td>$4,542,831</td>
<td>$397,716</td>
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<td>$5,114,156</td>
<td>$373,200</td>
<td>$388,050</td>
<td>$2,416,784</td>
<td>$5,114,156</td>
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<td>Sep-10</td>
<td>$5,094,693</td>
<td>$1,410,608</td>
<td>$1,410,608</td>
<td>$803,284</td>
<td>$5,094,693</td>
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<td>$1,922,404</td>
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<td>$4,429,330</td>
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<td>Nov-10</td>
<td>$4,616,314</td>
<td>$1,522,404</td>
<td>$282,592</td>
<td>$282,592</td>
<td>$4,616,314</td>
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<tr>
<td>Dec-10</td>
<td>$4,616,314</td>
<td>$1,522,404</td>
<td>$282,592</td>
<td>$282,592</td>
<td>$4,616,314</td>
</tr>
</tbody>
</table>

**Excluded Status 4**
(11) BILLING

Interest Savings (cumulative) Post JDE
Adjusted for Expenditures Growth since JDE Implementation Nov 2004

JDE payback cost ($1,510,700)

Interest Cost Post JDE versus Pre JDE
Adjusted for Expenditures Growth since JDE Implementation Nov 2004

Benchmark: Interest Cost Pre-JDE

Interest Cost Post JDE  Benchmark - Interest Cost Pre JDE

December 2010

<table>
<thead>
<tr>
<th>Contract Description</th>
<th>Cumulative Expenditures</th>
<th>Cumulative Billed</th>
<th>Advances</th>
<th>Deficits</th>
<th>December Expenditures (incl. negatives)</th>
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</thead>
<tbody>
<tr>
<td>Scheduled Payment (schedule pay, schedule milestones)</td>
<td>434,389,739</td>
<td>494,766,718</td>
<td>50,000</td>
<td>1,510,353</td>
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<tr>
<td>Scheduled Invoice (milestones)</td>
<td>233,366,846</td>
<td>252,500,353</td>
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<td>913,679</td>
<td>2,316,168</td>
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<td>Cost Reimbursable</td>
<td>1,006,689,569</td>
<td>986,606,217</td>
<td>185,189</td>
<td>2,582,877</td>
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<tr>
<td>Pending Contract</td>
<td>4,051,058</td>
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<td>9,271,641</td>
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<td>555,610</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>1,678,497,212</strong></td>
<td><strong>1,733,873,288</strong></td>
<td><strong>9,506,830</strong></td>
<td><strong>5,006,909</strong></td>
<td><strong>34,046,308</strong></td>
</tr>
</tbody>
</table>
(11) BILLING (con't.)

Billing Backlog
Cost Reimbursable Grant Expenditures Not Billed

MONTHLY BILLING

MONTHLY INVOICED (difference between Cumulative Invoice by month)
# (12) AGED (INVOICE) RECEIVABLES

Twelve month average (% > 150 days, excludes Bankruptcy/Collections) = 23% (Target = 15%)
(12) AGED (INVOICE) RECEIVABLES (con't.)

### Total $ Receivables

<table>
<thead>
<tr>
<th></th>
<th>Jan-10</th>
<th>Feb-10</th>
<th>Mar-10</th>
<th>Apr-10</th>
<th>May-10</th>
<th>Jun-10</th>
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<tbody>
<tr>
<td>1-90 days %</td>
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<td>66%</td>
<td>69%</td>
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<tr>
<td>91-150 days %</td>
<td>21%</td>
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<td>27%</td>
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<tr>
<td>151+ days %</td>
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<td>10%</td>
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<td>7%</td>
<td>12%</td>
<td>14%</td>
<td>9%</td>
<td>10%</td>
<td>11%</td>
</tr>
</tbody>
</table>

### Invoice Receivables > 150 Calendar Days

- Jan-10: $10.0
- Feb-10: $10.0
- Mar-10: $10.4
- Apr-10: $10.2
- May-10: $9.9
- Jun-10: $10.7
- Jul-10: $9.9
- Aug-10: $10.1
- Sep-10: $10.0
- Oct-10: $12.0
- Nov-10: $12.1
- Dec-10: $12.9

### % of Invoice Receivables > 150 days

- Jan-10: 22%
- Feb-10: 22%
- Mar-10: 23%
- Apr-10: 23%
- May-10: 22%
- Jun-10: 23%
- Jul-10: 22%
- Aug-10: 22%
- Sep-10: 21%
- Oct-10: 25%
- Nov-10: 26%
- Dec-10: 26%

RAA Operational Dashboard - University of Washington
Kari Le, karicle@uw.edu

12 Month Average Jan10-Dec10

- 91-150 days, $4,512,093
- Over 150 Days, $10,044,107
- 1-90 days, $29,486,015

Twelve month average Jan10-Dec10 = 23%
(13) TOTAL UNCOLLECTED

Total Uncollected Receivables

This measure represents the Uncollected Receivables for Cost-Reimbursable Grant & Contracts. Receivables can either be:
1. Cost reimbursable expenditures awaiting invoice (see middle orange and blue graphs)
2. Invoiced expenditures and schedule payment awaiting sponsor remittance (see bottom stripe graph)

Excluded from this measure:
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.
(14) DHHS RECONCILIATION & WRITE OFFS

DHHS Historical Writeoffs

<table>
<thead>
<tr>
<th>Year</th>
<th>Writeoffs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1994</td>
<td>$992</td>
</tr>
<tr>
<td>1995</td>
<td>$0</td>
</tr>
<tr>
<td>1996</td>
<td>$0</td>
</tr>
<tr>
<td>1997</td>
<td>$0</td>
</tr>
<tr>
<td>1998</td>
<td>$0</td>
</tr>
<tr>
<td>1999</td>
<td>$0</td>
</tr>
<tr>
<td>2000</td>
<td>$0</td>
</tr>
<tr>
<td>2001</td>
<td>$247</td>
</tr>
<tr>
<td>2002</td>
<td>$0</td>
</tr>
<tr>
<td>2003</td>
<td>-$1</td>
</tr>
<tr>
<td>2004</td>
<td>-$6</td>
</tr>
<tr>
<td>2005</td>
<td>$0</td>
</tr>
<tr>
<td>2006</td>
<td>$0</td>
</tr>
<tr>
<td>2007</td>
<td>$0</td>
</tr>
<tr>
<td>2008</td>
<td>$0</td>
</tr>
<tr>
<td>2009</td>
<td>$0</td>
</tr>
<tr>
<td>2010</td>
<td>$0</td>
</tr>
</tbody>
</table>

UW Financial Risk for September 30th Federal Deadline

<table>
<thead>
<tr>
<th>Year</th>
<th>Potential Writeoffs</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>$0</td>
</tr>
<tr>
<td>2006</td>
<td>$110,700</td>
</tr>
<tr>
<td>2007</td>
<td>$232,100</td>
</tr>
<tr>
<td>2008</td>
<td>$3,166</td>
</tr>
<tr>
<td>2009</td>
<td>$0</td>
</tr>
<tr>
<td>2010</td>
<td>$0</td>
</tr>
</tbody>
</table>

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
(15) FACILITIES & ADMINISTRATION (INDIRECT) COSTS

MTDC and F&A - All Sponsors
Federal, Federal Pass-Thru, Non-Federal
FY2000 to FY2011

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>FEDERAL MTDC</td>
<td>288,725.02</td>
<td>316,978.57</td>
<td>351,895.30</td>
<td>399,967.98</td>
<td>437,939.09</td>
<td>469,994.82</td>
<td>483,359.40</td>
<td>481,207.04</td>
<td>490,133.17</td>
<td>496,065.96</td>
<td>536,272.04</td>
<td>601,421.42</td>
</tr>
<tr>
<td>FEDERAL F&amp;A</td>
<td>102,966.83</td>
<td>114,123.89</td>
<td>129,342.46</td>
<td>145,511.32</td>
<td>161,685.84</td>
<td>172,356.37</td>
<td>173,595.02</td>
<td>174,451.95</td>
<td>180,561.61</td>
<td>181,359.16</td>
<td>209,586.22</td>
<td>226,909.36</td>
</tr>
<tr>
<td>NON FEDERAL MTDC</td>
<td>75,230.554</td>
<td>71,549.347</td>
<td>75,867.772</td>
<td>81,093.736</td>
<td>78,726.480</td>
<td>82,620.090</td>
<td>85,994.603</td>
<td>93,669.324</td>
<td>109,417.00</td>
<td>128,130.22</td>
<td>123,502.77</td>
<td>123,115.88</td>
</tr>
<tr>
<td>NON FEDERAL F&amp;A</td>
<td>15,918.430</td>
<td>11,944.688</td>
<td>12,501.065</td>
<td>13,224.794</td>
<td>12,261.366</td>
<td>12,422.893</td>
<td>13,050.966</td>
<td>14,583.621</td>
<td>17,575.115</td>
<td>19,184.479</td>
<td>18,698.200</td>
<td>19,154.920</td>
</tr>
<tr>
<td>TOTAL MTDC</td>
<td>363,955.57</td>
<td>388,527.92</td>
<td>427,763.07</td>
<td>481,061.72</td>
<td>516,665.56</td>
<td>552,614.91</td>
<td>569,354.00</td>
<td>574,876.36</td>
<td>599,550.17</td>
<td>624,196.19</td>
<td>675,251.23</td>
<td>724,537.30</td>
</tr>
<tr>
<td>TOTAL F&amp;A</td>
<td>118,885.26</td>
<td>126,068.57</td>
<td>141,843.53</td>
<td>158,736.11</td>
<td>173,947.20</td>
<td>184,779.26</td>
<td>186,645.98</td>
<td>189,035.57</td>
<td>198,136.72</td>
<td>200,543.64</td>
<td>228,284.42</td>
<td>246,064.28</td>
</tr>
</tbody>
</table>

* FY2011: Q1 & Q2 are actual, Q3 & Q4 are projected.
### FACILITIES & ADMINISTRATION (INDIRECT) COSTS

#### % Change in F&A Indirect Cost Recovery

(Comparing current quarter recovery to the same quarter in last fiscal year)

5 yr Average FY06-Q3-FY11-Q2 = 4.8%

| Fiscal Year | FY05-Q4 | FY06-Q1 | FY06-Q2 | FY06-Q3 | FY06-Q4 | FY07-Q1 | FY07-Q2 | FY07-Q3 | FY07-Q4 | FY08-Q1 | FY08-Q2 | FY08-Q3 | FY08-Q4 | FY09-Q1 | FY09-Q2 | FY09-Q3 | FY09-Q4 | FY10-Q1 | FY10-Q2 | FY10-Q3 | FY10-Q4 | FY11-Q1 | FY11-Q2 |
|-------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Change      | 6.4%    | 4.0%    | 1.9%    | 0.9%    | 0.8%    | 2.3%    | 1.6%    | 2.5%    | 1.9%    | 1.3%    | 3.7%    | 4.7%    | 4.3%    | 3.4%    | 1.3%    | 1.4%    | 3.5%    | 12.1%   | 13.8%   | 15.0%   | 13.3%   | 13.3%   | 13.3%   |
| Non-ARRA IDC % Change | Blue Bar | | | | | | | | | | | | | | | | | | | | | | | | |
| ARRA IDC % Change | Green Bar | | | | | | | | | | | | | | | | | | | | | | | | |

**Target Increase from previous year**

- FY05-Q4: 4.0%
- FY06-Q1: 1.9%
- FY06-Q2: 0.9%
- FY06-Q3: 2.3%
- FY06-Q4: 1.6%
- FY07-Q1: 2.5%
- FY07-Q2: 1.9%
- FY07-Q3: 1.3%
- FY07-Q4: 3.7%
- FY08-Q1: 4.7%
- FY08-Q2: 4.3%
- FY08-Q3: 3.4%
- FY08-Q4: 1.3%
- FY09-Q1: 1.4%
- FY09-Q2: 3.5%
- FY09-Q3: 12.1%
- FY09-Q4: 13.8%
- FY10-Q1: 15.0%
- FY10-Q2: 13.3%
- FY10-Q3: 13.3%
- FY10-Q4: 13.3%
- FY11-Q1: 13.3%
- FY11-Q2: 13.3%
(15) FACILITIES & ADMINISTRATION (INDIRECT) COSTS

F&A Recovery to MTDC Comparison
Federal/Federal Pass-Through Research

<table>
<thead>
<tr>
<th>Year</th>
<th>F&amp;A %</th>
<th>MTDC %</th>
<th>Actual Dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2000</td>
<td>27.1%</td>
<td>72.9%</td>
<td>$270,294,000</td>
</tr>
<tr>
<td>FY2001</td>
<td>27.3%</td>
<td>72.7%</td>
<td>$296,383,000</td>
</tr>
<tr>
<td>FY2002</td>
<td>27.3%</td>
<td>72.3%</td>
<td>$329,420,000</td>
</tr>
<tr>
<td>FY2003</td>
<td>27.5%</td>
<td>72.5%</td>
<td>$373,903,000</td>
</tr>
<tr>
<td>FY2004</td>
<td>28.1%</td>
<td>71.9%</td>
<td>$400,746,000</td>
</tr>
<tr>
<td>FY2005</td>
<td>28.1%</td>
<td>71.9%</td>
<td>$421,979,000</td>
</tr>
<tr>
<td>FY2006</td>
<td>28.1%</td>
<td>71.9%</td>
<td>$423,193,000</td>
</tr>
<tr>
<td>FY2007</td>
<td>28.6%</td>
<td>71.4%</td>
<td>$417,012,000</td>
</tr>
<tr>
<td>FY2008</td>
<td>29.3%</td>
<td>70.7%</td>
<td>$414,121,000</td>
</tr>
<tr>
<td>FY2009</td>
<td>29.3%</td>
<td>70.7%</td>
<td>$414,306,000</td>
</tr>
<tr>
<td>FY2010</td>
<td>30.1%</td>
<td>69.9%</td>
<td>$462,809,000</td>
</tr>
<tr>
<td>FY2011*</td>
<td>30.0%</td>
<td>70.0%</td>
<td>$504,308,000</td>
</tr>
</tbody>
</table>

* FY2011: Q1 & Q2 are actual, Q3 & Q4 are projected.
(16) EMPLOYEE DEVELOPMENT PLAN

% of RAA Personnel with Active Employee Development Plans
December 2010

Good

100% 50% 29% 33% 100% 100% 88% 30%
MAA GCA EIO

Staff Leaders Total %

(17) EMPLOYEE SATISFACTION

Overall Highly Satisfied Staff

RAA 2003 RAA 2006 RAA 2009 UWFM 2009

55% 53% 76% 68%

Source: 2009 RAA Employee Survey

Industry Benchmark = 42%

(18) CULTURE AND DIVERSITY

Culture

Question: FM Diversity Initiative has made a positive impact in FM

RAA 2006 RAA 2009 UWFM 2009

63% 67% 56%

Source: 2009 RAA Employee Survey

(19) TRAINING AND KNOWLEDGE

Training - Knowledge

Question: I am developing my skills as a Knowledge Worker

RAA 2006 RAA 2009 UWFM 2009

84% 79% 73%

Source: 2009 RAA Employee Survey

RAA Operational Dashboard - University of Washington
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