Research Accounting and Analysis

Operational Performance Dashboard for March 2003
Quarter 3 FY 2003 (January - March 2003)

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.

Our key processes include:
Reporting
Invoicing
Compliance
Cash Management
Recharge Accounting Oversight
Develop and Negotiate Indirect Cost Rates (F&A)

For questions about this report, contact Sun Yoon, Grant & Contract Accounting, sky@u.washington.edu
Grant & Contract Accounting

National Benchmark

- UW: $175
- Mean: $360
- Median: $623

Post-Award Administrative Cost per Active Project FY 2000

Efficiency

- Hours Required to Manage One Budget, FY 1990-2002

Customer Satisfaction

- Survey Scores:
  - 1: Poor
  - 2: Fair
  - 3: Good
  - 4: Excellent

- Accuracy: 91%
- Timeliness: 23%
- Professionalism: 98%

Customer Satisfaction Survey - 1999

Change

- Percent of Budgets Expired for more than 180 Days and Not Closed

- May-02: 14.1%
- Jun-02: 15.7%
- Jul-02: 11.7%
- Aug-02: 24.6%
- Sep-02: 24.8%
- Oct-02: 22.5%
## Operational Performance Dashboard for Quarter 3 Fiscal Year 03 (March 2003)

<table>
<thead>
<tr>
<th>Customer Perspective</th>
<th>Measure</th>
<th>Current Output Measure</th>
<th>Target</th>
<th>Gap (Target-Output)</th>
<th>Financial Perspective</th>
<th>Measure</th>
<th>Current Output Measure</th>
<th>Target</th>
<th>Gap (Target-Output)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>New Budgets</strong></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>12.3 (Mar 03)</td>
<td>14.0</td>
<td>No gap</td>
<td><strong>Billing</strong></td>
<td>11) Unbilled cost reimbursable expenditures as a percentage of monthly cost reimbursable expenditures.*</td>
<td>176.6% (Mar 03)</td>
<td>30.0</td>
<td>146.60%</td>
</tr>
<tr>
<td></td>
<td>2) Customer Satisfaction Survey (measured in ref. to a possible 4.0 average for all areas surveyed); next survey results due in mid 2003</td>
<td>3.0 (1999)</td>
<td>3.2</td>
<td>0.2</td>
<td><strong>Aged Receivables</strong></td>
<td>12) Percent of aged receivables outstanding more than 150 days overdue. †</td>
<td>19.2% (Mar 03)</td>
<td>15.0</td>
<td>4.2%</td>
</tr>
<tr>
<td></td>
<td>3) Number of days to process Request to Transfer Expenditures (RTEs) submitted by departments to GCA. †</td>
<td>2.5 (Mar 03)</td>
<td>4.0</td>
<td>No gap</td>
<td><strong>DHHS Indirect Cost</strong></td>
<td>13) Potential liability from DHHS Awards that are closing in the next 3 years.</td>
<td>$21.2 M (Qtr2-03)</td>
<td>$5.0 M</td>
<td>$16.2 M</td>
</tr>
<tr>
<td><strong>Customer Satisfaction</strong></td>
<td>4) Percent of budgets expired more than 150 days and not closed. †</td>
<td>22.0% (Mar 03)</td>
<td>20.0%</td>
<td>2.0%</td>
<td><strong>F&amp;A Indirect Cost</strong></td>
<td>14) Percent of dollar increase from year to year (fiscal) for indirect-cost recovery *</td>
<td>9.7% (rolling 5-year average)</td>
<td>5.0</td>
<td>No gap</td>
</tr>
<tr>
<td><strong>RTEs</strong></td>
<td>5) Percent of submitted recharge that MAA has approved</td>
<td>64.0% (Qtr3-03)</td>
<td>70.0% by Qtr.1-03</td>
<td>6.0%</td>
<td><strong>Employee Satisfaction</strong></td>
<td>15) % Of staff with active EDPs</td>
<td>48% (Qtr3-03)</td>
<td>50.0</td>
<td>2.0%</td>
</tr>
<tr>
<td><strong>Closings</strong></td>
<td>6) Percent of all Management Accounting and Analysis (MAA) WEB pages, links and major revisions completed</td>
<td>56.0% (Qtr3-03)</td>
<td>90.0% by June '04</td>
<td>34.0%</td>
<td><strong>Employee Satisfaction</strong></td>
<td>16) Employee Satisfaction (next survey in 2003); points possible: 5.0</td>
<td>3.76 (Last done in 2000)</td>
<td>4.00</td>
<td>0.24</td>
</tr>
</tbody>
</table>

### Internal Business Process 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>
<th>Measure</th>
<th>Current Output Measure</th>
<th>Target</th>
<th>Gap (Target-Output)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash Applied</strong></td>
<td>7) Percent of cash applied to budgets.</td>
<td>99.1% (Qtr2-03)</td>
<td>97.0%</td>
<td>No gap</td>
<td><strong>EDPs</strong></td>
<td>15) % Of staff with active EDPs</td>
<td>48% (Qtr3-03)</td>
<td>50.0</td>
<td>2.0%</td>
</tr>
<tr>
<td><strong>FSRs</strong></td>
<td>8) Percent of final (and interim) Financial Status Reports (FSRs) completed within 90 days of budget expiration. †</td>
<td>64.6% (Mar 03)</td>
<td>80.0%</td>
<td>15.4%</td>
<td><strong>Employee Satisfaction</strong></td>
<td>16) Employee Satisfaction (next survey in 2003); points possible: 5.0</td>
<td>3.76 (Last done in 2000)</td>
<td>4.00</td>
<td>0.24</td>
</tr>
<tr>
<td><strong>FECs</strong></td>
<td>9) Faculty Effort Certificates (FECs) overdue. †</td>
<td>3.9% (Qtr3-02)</td>
<td>3.0%</td>
<td>0.9%</td>
<td><strong>Employee Satisfaction</strong></td>
<td>15) % Of staff with active EDPs</td>
<td>48% (Qtr3-03)</td>
<td>50.0</td>
<td>2.0%</td>
</tr>
<tr>
<td><strong>Cost-Share</strong></td>
<td>10) % Of budgets expired more than 90 days with unmet cost sharing. † †</td>
<td>20.8% (Mar 03)</td>
<td>15.0%</td>
<td>5.8%</td>
<td><strong>Employee Satisfaction</strong></td>
<td>16) Employee Satisfaction (next survey in 2003); points possible: 5.0</td>
<td>3.76 (Last done in 2000)</td>
<td>4.00</td>
<td>0.24</td>
</tr>
</tbody>
</table>

* Measure is on FM Dashboard. † Rolling 12-month average; all days are calendar days
Output Measure #1 – New Budgets

Number of Days from Receipt of Award to PI Notification
(Rolling 12 month average = 12.3)

Target = 14 days

Avg. Number of Days in New Account Setup Process - Award through PI Notification

NEA = “Notice to Establish Account.” The NEA is sent by Grant & Contract Services to the New Accounts section of GCA.
Note: Data relate to grants only, since July 2001
Output Measure #2 – Customer Satisfaction

1999 Customer Satisfaction Survey

- **Accuracy**: 3.13
- **Timeliness**: 2.84
- **Professionalism**: 3.04

Target = 3.2 for 2002
Output Measure #3 – Request to Transfer Expenditures (RTEs)

Number of Days to Process RTEs
(12 Month Rolling Average = 3.4 Days)

Total Number of RTEs per Month

Materiality level changed from $0 to $250 for total deficits or total cash in March 2002.
Output Measure #4 – Closings

Percent of Budgets Expired More Than 150 Days and Not Closed
(Rolling 12 month average = 22.0%)

Number of Budgets Expired More Than 150 Days and Not Closed
(Target = 1250 Budgets)
Output Measure #5 – Recharge Centers

Percent of Submitted Recharge Rates That MAA Has Approved

- Qtr1-02: 20.6%
- Qtr2-02: 35.5%
- Qtr3-02: 51.4%
- Qtr4-02: 47.0%
- Qtr1-03: 54.0%
- Qtr2-03: 58.8%
- Qtr3-03: 64.0%

Target 70% by Qtr1-03
Output Measure #6 – Web Pages

Percent of All Web Pages, Links and Major Revisions Completed

- Target = 90% of Web Pages Completed by End of 2004
- Percentage Complete

Quarterly Progress:
- Qtr 1-02: 4 pages, 5% complete
- Qtr 2-02: 8 pages, 19% complete
- Qtr 3-02: 22 pages, 46% complete
- Qtr 4-02: 22 pages, 46% complete
- Qtr 1-03: 29 pages, 53% complete
- Qtr 2-03: 29 pages, 53% complete
- Qtr 3-03: 36 pages, 56% complete

Good
Output Measure #7 – Cash Applied

Percent Of Cash Applied to Budgets

- Dec-01: 98% (Checks), 98% (EFT), 99% (LOCs)
- Mar-02: 97% (Checks), 99% (EFT), 100% (LOCs)
- Jun-02: 98% (Checks), 98% (EFT), 100% (LOCs)
- Sep-02: 95% (Checks), 99% (EFT), 100% (LOCs)
- Dec-02: 96% (Checks), 100% (EFT), 100% (LOCs)

Target = 97%

Percent of Total Cash Received in Quarter That is Applied By End of 1st Month Following End of Quarter

- Dec-01: 99%
- Mar-02: 99%
- Jun-02: 99%
- Sep-02: 99%
- Dec-02: 99%

Target = 97%
Output Measure #8 – Financial Status Reports (FSRs)

Percent of Financial Status Reports Completed by Sponsor Due Date
(present rolling 12-month average 64.6%)

Target = 70%

Federal and Non-Federal FSRs Completed by Sponsor Due Date
Output Measure #9 – Faculty Effort Certificates (FECs)

Percent of FECs Overdue at End of Calendar Quarter
(12 Month Rolling Average = 3.9%)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>% Overdue Total</th>
<th>% Overdue over 2 Qtrs</th>
<th>% Overdue over 4 Qtrs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Qtr 1-02</td>
<td>8.2%</td>
<td>0.5%</td>
<td>0.6%</td>
</tr>
<tr>
<td>Qtr 2-02</td>
<td>5.4%</td>
<td>0.6%</td>
<td>0.3%</td>
</tr>
<tr>
<td>Qtr 3-02</td>
<td>4.3%</td>
<td>0.7%</td>
<td>0.3%</td>
</tr>
<tr>
<td>Qtr 4-02</td>
<td>4.2%</td>
<td>0.5%</td>
<td>0.2%</td>
</tr>
<tr>
<td>Qtr 1-03</td>
<td>3.5%</td>
<td>0.7%</td>
<td>0.2%</td>
</tr>
<tr>
<td>Qtr 2-03</td>
<td>3.6%</td>
<td>0.7%</td>
<td>0.3%</td>
</tr>
</tbody>
</table>

Target = % of Total FECs Overdue to 3.0% by 2005
Target = % of FECs Overdue by 2 Qtrs to .5% by 2005

Good
Output Measure #10 – Cost Share

Percent of Budgets Expired More than 90 Days with Unmet Cost Sharing
(Rolling 12 month average = 20.8%)

Comparison of Expired Budgets Over 90 Days Between Those Where Cost Sharing is Met and Where it is Not Met
Output Measure #11 – Billing

### Billing -- May 2003

<table>
<thead>
<tr>
<th></th>
<th>Expenditures (in millions)</th>
<th>Billed (in millions)</th>
<th>Difference (in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scheduled Payment</td>
<td>$ 198.01</td>
<td>$ 282.31</td>
<td>$ 84.30</td>
</tr>
<tr>
<td>Budgets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scheduled Invoice</td>
<td>$ 262.08</td>
<td>$ 261.75</td>
<td>$ (0.33)</td>
</tr>
<tr>
<td>Budgets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost Reimbursable</td>
<td>$ 534.51</td>
<td>$ 524.95</td>
<td>$ (9.56)</td>
</tr>
<tr>
<td>and Fixed Price</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budgets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$ 994.60</td>
<td>$ 1,069.01</td>
<td>$ 74.42</td>
</tr>
</tbody>
</table>

### Annual Lost Interest on Cost Reimbursable Expenditures

- Annual Lost Interest on Unbilled Portion:
  - 12 month rolling average: $9,631,328 at 5%
  - Total: $481,566

- Annual Lost Interest on Current Month Billing:
  - (if accounts billed 10 days faster each month): $9,245,004 at 5%
  - Total: $151,973
Billable Cost Reimbursable Expenditures Not Billed

Unbilled Cost Reimbursable Expenditures as a Percentage of Monthly Cost Reimbursable Expenditures*

* When result < 100%, unbilled expenditures are less than total monthly expenditures (unbilled < current monthly expends).
* When result > 100%, unbilled expenditures are greater than total monthly expenditures (unbilled > current monthly expends).
Output Measure #12 – Aged Receivables

Outstanding Aged Receivables (millions)

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

Mar-02 Apr-02 May-02 Jun-02 Jul-02 Aug-02 Sep-02 Oct-02 Nov-02 Dec-02 Jan-03 Feb-03 Mar-03

Outstanding Aged Receivables More Than 150 Days Old

Dollars in Millions

Mar-02 Apr-02 May-02 Jun-02 Jul-02 Aug-02 Sep-02 Oct-02 Nov-02 Dec-02 Jan-03 Feb-03 Mar-03

Percent of Aged Receivables Outstanding More Than 150 Days Old (Rolling 12 month average = 19.2%)

Mar-02 Apr-02 May-02 Jun-02 Jul-02 Aug-02 Sep-02 Oct-02 Nov-02 Dec-02 Jan-03 Feb-03 Mar-03

Target = $5 million

Target = 15%
Output Measure #13 – DHHS

Potential Liability from DHHS Awards that are Closing in the Next 3 Years
(Potential Liability Expressed as a Percentage)

- **Qtr 3 02**: 30% (1%)
- **Qtr 4 02**: 32% (2%)
- **Qtr 1 03**: 39% (2%)
- **Qtr 2 03**: 23% (1%)

**Legend**:
- Percentage Based on Number of Budgets
- Percentage Based on Award Dollars

Potential Liability from DHHS Awards that are Closing in the Next 3 Years
(Potential Liability Expressed in Dollars)

- **Qtr 3 02**: $20,215,551
- **Qtr 4 02**: $27,580,054
- **Qtr 1 03**: $26,592,155
- **Qtr 2 03**: $21,184,581

**Legend**: Target = $5 Million

- A liability occurs when what the UW shows as the authorized amount for an award is greater than the award amount currently authorized by DHHS.
- Percentage based on number of budgets compares the number of budgets where there is a liability compared to the total number of DHHS budgets.
- Percentage based on award dollars compares the award dollars on budgets where there is a liability compared to the total award dollars for DHHS budgets.
Output Measure #14 – F&A Indirect Cost

Percent of Dollar Increase from Year-to-Year for Indirect Cost Revenues
(Rolling 5 yr Average 9.7%)

<table>
<thead>
<tr>
<th>Year</th>
<th>Indirect Cost Revenues</th>
</tr>
</thead>
<tbody>
<tr>
<td>1995</td>
<td>$86</td>
</tr>
<tr>
<td>1996</td>
<td>$89</td>
</tr>
<tr>
<td>1997</td>
<td>$91</td>
</tr>
<tr>
<td>1998</td>
<td>$97</td>
</tr>
<tr>
<td>1999</td>
<td>$109</td>
</tr>
<tr>
<td>2000</td>
<td>$118</td>
</tr>
<tr>
<td>2001</td>
<td>$125</td>
</tr>
<tr>
<td>2002</td>
<td>$139</td>
</tr>
<tr>
<td>2003</td>
<td>$153</td>
</tr>
</tbody>
</table>

Target - 5% increase from previous year

Buildings with Room Listing Not Complete for the F&A Rate Proposal by Percent Needing Investigation and Number of Incomplete Room Lists

The target is 3% by March of 2004.
Output Measure #15 – EDPs

Employee Development Plans (EDPs)

Target = 50%

Qtr 3 01: 23%
Qtr 4 01: 30%
Qtr 1 02: 31%
Qtr 2 02: 35%
Qtr 3 02: 32%
Qtr 4 02: 35%
Qtr 1 03: 53%
Qtr 2 03: 30%
Qtr 3 03: 48%
Output Measure #16 – Employee Satisfaction

Employee Satisfaction Survey
(Average 3.76 in 2000)

<table>
<thead>
<tr>
<th>Category</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Morale</td>
<td>3.80</td>
</tr>
<tr>
<td>Performance Feedback</td>
<td>3.84</td>
</tr>
<tr>
<td>Leadership</td>
<td>3.92</td>
</tr>
<tr>
<td>Physical Work Environment</td>
<td>3.64</td>
</tr>
<tr>
<td>Internal Process Partners</td>
<td>3.96</td>
</tr>
<tr>
<td>Communication</td>
<td>3.90</td>
</tr>
<tr>
<td>Teamwork</td>
<td>3.87</td>
</tr>
<tr>
<td>Training</td>
<td>3.80</td>
</tr>
<tr>
<td>External Process Partners</td>
<td>3.34</td>
</tr>
</tbody>
</table>

Target 4.0 of possible 5.0