VII. STANDING COMMITTEES

B. Finance and Asset Management Committee

Efficiencies Item – Office of Organizational Excellence

For information only.

BACKGROUND

Historically, the University of Washington has demonstrated commitment to organizational excellence. Beginning in 1990, Human Resource’s Professional & Organizational Development (POD) offered fee based organizational development (OD) services to Schools/Colleges and Academic or Administrative Support Units. Based on that work, many units now have embedded expertise working on organizational improvement.

With the economic downtown in 2008/2009, then Interim Provost Mary Lidstrom created the no fee Organizational Effective Initiative (OEI), a university resource established to help units mitigate reduced budgets and improve work processes, and support the Two Years to Two Decades Initiative. That unit, now called RAPID, is housed within the Office of Research and is primarily focused on improving research processes.

In September 2013, Provost Cauce and President Young established Organizational Excellence (OE) to provide leadership, support and coordination of this work throughout the University. Ruth Johnston, Ph.D, Associate Vice President and Chief of Staff for Planning & Management, leads these efforts. Ruth inaugurated the OD services in POD and was tasked to lead OEI under Lidstrom. For twenty years, she provided OD services to V’Ella Warren and her organizations. Just prior to OE, Ruth led the transformative work in the School of Nursing and UW Tacoma Interdisciplinary Arts & Sciences.

OE’s small team of three staff help UW schools, colleges and support units to improve their effectiveness by: 1) providing organizational development expertise, 2) building the skills and capacity of leaders and staff to improve their own work, 3) collaborating and partnering with others who do this work across the UW, and 4) gathering and sharing ideas, metrics and best practices.

Since its inception, OE has worked on 61 projects with 11 schools and colleges and 6 academic-support units or administrative areas. OE also offers forums and workshops and is offering a UW-wide improvement showcase to be held on March 10, 2015.
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Efficiencies Item – Office of Organizational Excellence (continued p. 2)

Examples of groups or individuals across the University working to improve services and reduce costs include:

• Professional & Organizational Development (POD - Human Resources)
• RAPID [Research Administration Performance Improvement and Development, formerly Organizational Effectiveness Initiative] (Office of Research)
• Operational Excellence/Shingo Lean (Finance & Facilities)
• Organizational development practitioners in Schools/Colleges/Administrative Units, including UWIT, Libraries, UWMC, Housing & Food Services, and others
• Faculty from Evans, Engineering, Foster and Education
• Organizational Change Group (self-directed team, including those above and people interested in this field)
• Seattle Children’s Hospital’s, Continuous Process Improvement department
• Institute of Translational Health Sciences (ITHS)
• External Consultants

Attachment
UW Organizational Excellence
UW: Two Years to Two Decades

Our Mission
Preservation, advancement, and dissemination of knowledge through research, education, & service

The UW of the 21st Century
More competitive, collaborative, technology-reliant, nimble, and diversified. Committed to strategic priorities of maintaining quality, staying true to our mission, and providing solutions to society’s most pressing issues.

Sustainable Academic Business Plan
Purpose: Align activities with 2y2d strategic priorities and create a new business plan for UW

Financial Realities
- Declining state & federal funding
- Need to diversify revenue streams

Increased Competition
- For the best students and faculty
- For affordable, quality higher education
- From traditional, international, and for-profit institutions

21st Century Trends
- Technology
- Changing Expectations
- Shifting Demographics

Sustain
- Decrease Costs

Compete
- Increase Revenues

Transform
- Invest in People
- Invest in Infrastructure

Existing efforts like those found in briefs, UW Activities & Improvements Tracker, etc.

Key Initiatives
- The Husky Student Experience
- Fostering Collaboration in the 21st Century
- Teaching & Learning in the 21st Century

Key Programs
- Organizational Excellence
UW Organizational Excellence (OE) Program

OE helps the UW be more effective by…

- Identifying and helping to eliminate obstacles to achieving UW strategic goals
- Improving business practices and processes by facilitating and leading organizational improvements
- Developing organizational and leadership capacity to improve organizations
- Connecting schools/colleges/administrative units across the university to learn from each other and solve problems
- Creating and sharing metrics, tools, and best practices
What We Do

Organizational Excellence

<table>
<thead>
<tr>
<th>Organizational Development</th>
<th>Building UW Organizational Development Capacity</th>
<th>Metrics, Analysis, &amp; Reporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>(We provide free services for units and across processes.)</td>
<td>(We provide resources.)</td>
<td>(We demonstrate results.)</td>
</tr>
<tr>
<td>• Strategic Planning</td>
<td>• Create and Share Tools and Best Practices</td>
<td>• Measure and Share Results</td>
</tr>
<tr>
<td>• Process Improvement/Lean</td>
<td>• Connect Others (Sharing Ideas, Best Practices, Contacts)</td>
<td>• UW wide</td>
</tr>
<tr>
<td>• Organizational Assessments</td>
<td>• Facilitate Learning Forums</td>
<td>• Unit level</td>
</tr>
<tr>
<td>• Organizational Design/Structure</td>
<td>• Provide Related Training Examples:</td>
<td>• Collect and Share Success Stories</td>
</tr>
<tr>
<td>• Change Management</td>
<td>• Strategic planning</td>
<td>• UW wide</td>
</tr>
<tr>
<td>• Business Plan Development</td>
<td>• Meeting facilitation</td>
<td>• Unit level</td>
</tr>
<tr>
<td>• Metrics Development</td>
<td>• Lean facilitation</td>
<td>• Prepare and Deliver Presentations</td>
</tr>
<tr>
<td>• Leadership Development and Coaching</td>
<td>• Change management</td>
<td></td>
</tr>
<tr>
<td>• Project Management</td>
<td>• Creating and using metrics</td>
<td></td>
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<tr>
<td>• Retreat Facilitation</td>
<td></td>
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<tr>
<td>• Conflict Resolution</td>
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</tbody>
</table>

Mission
We make the UW work better.

Vision
The UW is organizationally excellent.

Values
Service, Credibility, Respect, Innovation, Collaboration, Flexibility
### Sample Body of OE’s Work

<table>
<thead>
<tr>
<th>School/College/Others</th>
<th>Type of Work</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colleges of Education/Built Environment</td>
<td>Organizational Assessment/Process Improvement/Lean</td>
<td>Improve faculty support &amp; increase research funding</td>
</tr>
<tr>
<td>Leaders Administrators</td>
<td>Coaching/Action Planning</td>
<td>Enhance leadership excellence</td>
</tr>
<tr>
<td></td>
<td>Role Definition/Succession Planning</td>
<td>Identify and build new skills/prepare for the future</td>
</tr>
<tr>
<td>College of the Environment, Enrollment Management and HUB</td>
<td>Strategic Planning</td>
<td>Identify strategic goals and activities to achieve them</td>
</tr>
<tr>
<td>Office of Planning &amp; Budgeting HUB</td>
<td>Process Improvement/Lean</td>
<td>Improve State Operating Budget process/transparency</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Improve Student Activities HUB Room Reservations</td>
</tr>
<tr>
<td>School of Nursing</td>
<td>Organization Renewal</td>
<td>Develop and achieve strategic plan</td>
</tr>
<tr>
<td>Office of Minority Affairs &amp; Diversity</td>
<td>Process Improvement</td>
<td>Create a culture of compliance through process improvements in Purchasing, HR and more</td>
</tr>
<tr>
<td>UW Tacoma Interdisciplinary Arts &amp; Sciences</td>
<td>Decision Making Model and Process Improvement/Lean</td>
<td>Develop a faculty governance model and improve curriculum scheduling and hiring</td>
</tr>
<tr>
<td>Planning &amp; Management Capital Planning &amp; Development</td>
<td>Organization Start-Up Process Improvement/Lean</td>
<td>Create streamlined, integrated, customer-focused, transparent, and highly-functioning organization</td>
</tr>
</tbody>
</table>
OE Engagements with Schools/Colleges/Support Units as of 12/31/2014

Key:
- Initial Engagement Began
- No. of Completed Engagements
- No. of Active Engagements

Cross UW: 6
Cross Schools: 1
Reporting Campus-Wide Accomplishments

University of Washington: Continuous Improvement Highlights
January - June 2014

Curricular & Student Experience
Enhanced academic programs or student experience

Environmental Health & Safety. The Health Sciences Immunization Program decreased response time to student inquiries during the busiest times from 5-7 days to a routine of 1-3 days. The program helps UW Health sciences students meet mandatory immunization and Tuberculosis clearance documentation requirements for their clinical training.

School of Dentistry. New curricular competencies were established, defined, and diagrammed to ensure organizational compliance with new regulations and standards. This work plays an important role in successful accreditation and assessment of progress.

UW Tacoma. The UW Tacoma Interdisciplinary Arts and Sciences (IAS) created and implemented a divisional structure based on by-laws developed by faculty over the summer 2013. This resulted in Board of Regents approval to become a School, led by a Dean, effective September 4, 2014.

UW Tacoma. To help students plan degree pathways more effectively, Interdisciplinary Arts and Sciences (IAS) worked closely with the UW Tacoma registrar to develop and implement a more streamlined campus-wide curricular scheduling process. The new system makes academic schedules available a full year in advance for students, faculty and staff.

UW-IT. MyPlan, UW’s web-based academic planning tool, added new features that address high priority needs identified by students to help them effectively plan their academic careers. Students can build and save schedules, find classes that meet specific day and time criteria, and electronically submit schedules to the UW’s registration system. MyPlan was one of 11 winners selected from 215 entries to receive a 2014 Campus Technology Innovation award.

Research
Enhanced funding or research

College of Built Environments. Completed an assessment to identify ways to help faculty increase research. An Associate Dean of Research was selected from the faculty to improve communication, coordination and flow.

College of Education. Completed an assessment to identify ways to enable faculty to do more research. A post-award grant support improvement effort (which includes development of policies/tools/resources for the Dean’s office staff and faculty) was launched in June 2014.

Management Accounting and Analysis. MAA exceeded their goal of 95% for confirmed academic budgets for UW’s Facilities & Administration Proposal, submitted once every 5 years, in FY08, just 5% of the budgets were reviewed; this year, MAA reviewed over 95% of the budgets—nearly 4,500. This project calculates the Federal reimbursement rate for facilities and administrative expenses incurred in support of sponsored research and projects.

Office of Animal Welfare (OAW). A newly implemented process allows primary investigators to access all of their information electronically without searching through emails, printouts or contacting OAW. All current protocols and significant changes were scanned into a PI-specific catalytix site.

Office of Research Information Services (ORIS). Researchers now save 83 hours per year in content, and document reviews and phone calls (based on 452 average submissions annually). A new function in the Database of Research Activities (DORA) tracking compliance-related activities for the Human Subject Division Compliance has eliminated the extra time it takes the researchers to fill out unnecessary reports.

Washington National Primate Research Center. The Department re-designed and reduced staffing to meet the needs of unit and customers resulting in annual savings of $50,000.

Office of Planning & Budgeting (OPB). A flowchart and timeline clarifying the University’s operating budget development process were created to assist Schools, Colleges and Units to plan for the Provost’s annual request for information and budget planning. These items can be accessed through OPB’s website.

Procurement Services. F2 lean efforts within Procurement increased University contractual spending from 58% to over 80%. Procurement organizations are considered “Best-in-Class” if they have 85% of eligible spending covered by contracts.

School of Dentistry. A toolkit was developed to train the management team to map out business processes in their respective areas. The School mapped 296 internal processes to improve overall effectiveness and efficiency. They are now focusing on identifying and eliminating inefficiencies.

UW Bothell Discovery Hall. The construction of UW-Bothell’s new $68 M science and academic building used lean construction techniques and tools. A collaborative team approach resulted in very few field fixes and no rework. The number of change orders was just one-third of that on similar UW projects.

UW-IT. The UW Tower Data Center received a 2013 EPA ENERGY STAR certification for superior energy efficiency, lowered carbon footprint and slowing the growth of future power needs. Only two universities in the country ever earn it. Power savings for the 4545 building data center was 5% in this six-month period, for a total power reduction of 28% since October 2012.

UW-IT. A new Enterprise Document and Process Management Initiative is being piloted in 2014 and early 2015 to automate, store and manage electronic business documents and automate paper-based business processes across the University. This initiative will increase efficiencies, reduce paper consumption and support records retention and collaboration.

Washington National Primate Research Center. Staff’s response rate to emergency drills increased 200% over the previous year. Implementation of a text messaging alert system and a disaster blog made it easier for staff to obtain information during a drill. The goal is to have 75% of employees call within first 30 minutes.
Sample Customer Testimonials

> I've been at UW since 1997 and this has been the most productive effort to address organization issues to improve our work. If there are any ways for me to learn more or get involved further let me know. I really enjoyed the work and found it to be a form of professional learning as well as organizational change.”  
Faculty Council member, College of Education

> This (assessment report) is very useful, and I greatly appreciate your work in talking to the faculty and staff and helping me understand how to move forward. …Dean, College of Built Environments

> ..."The task at times seemed daunting, confusing and inconsistent, but because of your efforts, we have accomplished something that has never been done in OMAD..(with) the expertise of our fabulous facilitators” …OMAD AVP (Office of Minority Affairs and Diversity)