VII. STANDING COMMITTEES

B. Finance and Asset Management Committee

Transforming Administration Program Update

INFORMATION ITEM

This item is for information only.

BACKGROUND

In 2014-15, the Board of Regents established a standing agenda item to highlight administrative efficiency efforts at the University of Washington. This standing item will now be presented within the context of Transforming Administration Program (TAP),

The Transforming Administration Program (TAP) is a key initiative in the Office of the President and Office of the Provost. The overarching mission of TAP is to transform UW administration into an enhanced culture of service. TAP encompasses all central administrative units (those led by Vice Presidents and Vice Provosts) and focuses on excellence and quality of services, quick delivery and easy navigation. This work builds on existing efforts around Organizational Excellence, LEAN, and the work of change management and organizational development professionals throughout the units.

TAP executive sponsors have developed the attached presentation slides as part of a regular update to the Regents about the program. The presentation is intended to introduce TAP goals, principles, and initiatives.

Attachment
Transforming Administration Program Update to Board of Regents, October 2015
TRANSFORMING ADMINISTRATION PROGRAM

Update to Board of Regents
October 2015

UNIVERSITY of WASHINGTON

UW STRATEGY 2015
Sustainable Academic Business Plan

http://www.washington.edu/strategicplanning/
TAP Overarching Goal

- The Key Goal of TAP is Simple —
  - to enhance the culture of service in UW’s central administration units.

- Administrative Units are those which report to a Vice President or Vice Provost.

Goals and Principles – Central Administration

- Act as one university with one administration
- Create a respectful, supportive work climate for all UW employees
- Decrease administrative burden and reduce bureaucracy while assuring compliance
- Eliminate manual and paper processes
- Employ data-based decision-making
- Engage People
- Realize Efficiency and Effectiveness
- Deliver Value
Selection of TAP Projects

- Campus-Wide Input (Summer 2015 TAP survey)
- Identified by Senior Leadership centrally and in units
- Individual feedback provided through the website/email/meetings
- Time/Resources vs. Benefits Delivered
  - Balanced against other priorities

TAP Campus-Wide Survey

- Sent by Provost/TAP to staff and faculty via President’s Cabinet, Board of Deans/Chancellors and others
- 223 Surveys Returned
- Questions included: what works well, needs improvement, drives people “crazy,” and best practices
- Units With Most Responses
  - College of Arts & Sciences (25)
  - School of Medicine (21)
  - College of Environment (18)
  - Human Resources (17)

- 51% From Academic units
- 48% From Administrative units
TAP Survey Feedback – Customer Service

What is Central Administration Doing well?
- Responsiveness – Staff respond in a timely manner.
- Knowledge/Understanding – Staff are well informed of policies and procedures.
- Efficiency – Central Administration provides a broad number of services to a large customer base more efficiently than could be done at the unit-level.

What Needs Improving?
- Responsiveness – Staff are sometimes slow to respond.
- Knowledge/Understanding – Staff lack the appropriate knowledge.
- Customer Service Focus – Customer service is not always a priority.
- Consistency – Answers may vary based on responder.
- Knowing whom to call – There is confusion around whom to call for answers and time spent talking to multiple people.

Suggestions by Campus For Improvement:

Examples of Suggestions:
- Streamlining processes (Curriculum scheduling)
- Improving work of specific units (Procurement/Ariba)
- Combining units (Create a public safety unit)
- Creating common approaches (IT systems)
- Eliminating processes (Paper forms)
- Improving service delivery (Develop service standards)
- Reducing costs (Remodels)
- Reducing time (Human Resources - staff and faculty - processes)
- Creating/enhancing services (Common calendaring)

Examples of What We Doing To Respond:
- Developing Service Standards for Administration (starting in Planning & Management)
- Sharing results with Administrative Unit leadership

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**TAP Team Response:**

- 23 Pilot Projects Launched and Resourced
- Each Chartered With:
  - Sponsors
  - Deliverables and metrics
  - Action plans
- Tracking Status:
  - Green: On track for timeline, scope, plan
  - Yellow: At risk to the plan, jeopardized timeline, scope change
  - Red: Behind plan for timeline, scope change

**TAP Team Rigor:**

- TAP Team
  - Meets every other week to identify needs, discuss and track progress
- Organizational Excellence Team
  - Provides support to projects through planning, facilitating, project management, etc.
- UW Staff and Faculty
  - All teams are cross-functional
- Some Projects are Self Supported
TAP Project List and Scorecard p. 1

Transforming Administration (TAP)
September 2015

Projects Dashboard

<table>
<thead>
<tr>
<th>1. Streamline Administrative Services</th>
<th>Sponsor</th>
<th>ES Support</th>
<th>Milestones</th>
<th>Status</th>
<th>Progress</th>
<th>Status Details</th>
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</thead>
<tbody>
<tr>
<td>1.1 Streamline Internal Communications</td>
<td>New/Enhancement</td>
<td>New/Enhancement</td>
<td>Milestones</td>
<td>Status</td>
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<tr>
<td>1.2 Develop Enterprise Approach to Change Management</td>
<td>Ron Johnson, Mary Johnson</td>
<td>Ron Johnson, Mary Johnson</td>
<td>Milestones</td>
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<td>1.3 Create One-Stop Shop for Space Requests (Triage)</td>
<td>Frank Rodriguez, Frank Rodriguez</td>
<td>Frank Rodriguez, Frank Rodriguez</td>
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<td>1.4 Bolster Administrative Efficiency</td>
<td>Mark King</td>
<td>Mark King</td>
<td>Milestones</td>
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<td>1.5 Rely on Geographic Information Systems (GIS)</td>
<td>Matt Wilson, Matt Wilson</td>
<td>Matt Wilson, Matt Wilson</td>
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<td>1.6 Increase Diversity</td>
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<td>1.7 Compliance Support Platform</td>
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<td>1.8 Innovation Ecosystem Connection</td>
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<tr>
<th>2. Implement New Systems</th>
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<td>2.1 Research Portal</td>
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<td>2.2 Human Resources/Payroll Workday Co-Exist</td>
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<td>Ron Johnson, Matt King</td>
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<td>2.3 Financial Modernization Readiness</td>
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<td>2.4 Child Care Expansion</td>
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TAP Project List and Scorecard p. 2

Transforming Administration (TAP)
September 2015

Projects Dashboard

<table>
<thead>
<tr>
<th>3. Centralize Policies and Procedures</th>
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<th>Milestones</th>
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<td>3.1 Centralize Servers/virtualize Servers</td>
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<td>3.2 A/R/Budget Tracking, Resources Help (Phase 2)</td>
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<td>3.3 Redeploy Administrative Space for Mission Critical Needs</td>
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<td>3.4 Green-Screen Scheduling</td>
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<td>3.5 Administrative Portal</td>
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<td>3.6 Service Standards for Central Administration</td>
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<th>4. Simplify Processes</th>
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<td>4.1 Administrative Information Flow and Feedback Process (Administrative Council)</td>
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<td>4.2 Common Approach to Use of Calendar (Outlook)</td>
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<td>4.3 Reporting, President, Provost Attendance Requests</td>
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<td>5.1 Data Planning and Presentation (Board of Regents Matrix)</td>
<td>Frank Rodriguez, Frank Rodriguez</td>
<td>Frank Rodriguez, Frank Rodriguez</td>
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<td>5.2 Administrative Unit – Customer Satisfaction Surveys</td>
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<td>Milestones</td>
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Project Examples – Progress Underway

- Geographic Information System (GIS) Consolidation
- Childcare Expansion

One GIS at UW
Current State – Unit-level administration and not coordinated

- OUA (Office of University Architect)
- FS (Facilities Services)
- CPO (Capital Projects Office)

Academic Administration
- UW Tacoma
- UW Bothell
- College of Arts & Sciences
- Genome Sciences

Administrative Units
- UW IT
- Housing & Food Services
- UW Police Department
- Other units

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One GIS at UW
Program Components

Standardized Central Data
Create a foundation

Data Integration
Bring it all together

Data Library
What do we have?

Technical Help & Project Planning
What can we do for you?

One GIS at UW
Future State – Streamlined Coordinated Approach
Childcare Expansion

Current State:
- 4 childcare centers, 262 children
- 1000 on waitlist
- Run and operated by outside providers, Haggard Nelson and Bright Horizons
- UW offers 50% - 75% less childcare spots than peers

Need prioritized:
- Faculty Senate, GPSS and Professional Staff Organization (PSO) all passed resolutions in support of childcare
- UW leadership strongly agreed with acute need

Near Term Improvements:
- 12,000 square feet of existing administration space on the UW Seattle campus will be converted to childcare use (Transportation Services will move)
- Will open Fall 2016
- Will serve approximately 150 children

Future State:
- Double on/near Seattle campus childcare capacity over the next five to eight years
- Provide childcare on all three campuses
- Expand range of services (sick, back up, drop in, etc.)