In This Issue

An American Controller in China
by Ann Anderson

No, it's not a title to a new musical with lots of singing and dancing. It's my true story about an amazing adventure I had last November.

I received a call in early October suggesting I accompany a delegation of UW faculty to China. The focus of the visit was to follow-up on a visit to China made by UW President Mark Emmert in June of 2006. Our objective was to visit with the top Chinese universities to explore opportunities for expanding the UW's presence in that far away country. My particular objective was twofold:

- To convey to Chinese officials that any UW activity would have to be financially self sustaining, and
- To gather information about doing business in China, primarily from a financial perspective. For example, from the perspective of contacts there, were there banking, tax and other financial challenges that would need to be overcome to effectively operate in China.

Leading the delegation was Vice Provost for Global Affairs Susan Jeffords. Also along were Jackson School Director Anand Yang and Professor Madeleine Duong, Nursing Professor Patricia Butterfield and Constance Adams from the Office of Global Affairs. We were met in Shanghai by Hank Wang from the Beijing office of Garvey Schubert and Bayer, who also have their main law office here in Seattle.

We came away from the visit with a better sense of new or increased opportunities for research and education, particularly in the areas of health and medicine, technology, law and environmental sustainability.

My overall impressions of China are that it's a fascinating country with wonderful people, beautiful culture, scenery and a dynamic history, especially most recently.

We traversed along the coastal region of China and visited with officials from the following Universities:

Shanghai: Fudan University
Shanghai Jiaotong

Impressions of Shanghai: Shanghai is like a juicy stew of old and new cultures with the latter clearly dominating right now. With a population of 16 million (and growing!), the degree of construction is unbelievable with skyscrapers going on for miles and miles. The investment in facilities at Shanghai Jiaotong alone is quite impressive—staggering actually. The development and subsequent economic opportunity has resulted in unbelievable pollution in all the medium to large cities in China. This will likely present significant public health issues in the coming years.

However, about an hour out of town, the countryside takes over to a lulling and calming effect. Thus, our arrival in Nanjing.

Nanjing: Nanjing University
Provincial Ministry of Education
Nanjing Normal University (kind of like our regionals, ala WWU)

Impressions of Nanjing: While Nanjing University is an old and quite prestigious institution, the provincial ministry is aggressively moving forward with plans for a "university city" in which more regional-type institutions would work and partner with institutions from abroad to establish joint campuses. They have heavily courted a partnership with the UW. However, President Emmert has clearly and publicly stated that the time is not right for the UW to establish a campus in China, but rather our next steps will be cautious and measured. Again, the investment in educational infrastructure is quite unbelievable. It was as if we'd arrived in some future galactical destination that would make George Jetson comfortable. I've never seen so much concrete in one place in my life!

After a whirlwind visit in Nanjing we headed by plane to Beijing. I was excited and nervous about this destination. I was anticipating some rare free time in which we would see the Great Wall. Our main visit in Beijing was with representatives from Peking University, also called Beijing University, or as the locals refer to it, Bei Da (Bei meaning Beijing and Da meaning place of higher learning, pronounced Bay Dah). Also in attendance were representatives from Microsoft. The focus of the discussion was a potential law/technology education partnership. Bei Da was a truly beautiful campus, with its traditional Chinese architecture, park-like setting and quiet atmosphere. It was there, I learned, that the students that protested at Tiananmen Square had studied. In fact, one of our trip colleagues from the Jackson School was there in 1989 when the massacre happened. It was quite something to walk along the Square with someone who was there at its most infamous moment. No surprise that talk of those events is discouraged in public settings.

The highlights of our visit to Beijing were a quick one-day trip to the Great Wall and to the Forbidden City. Too quick, but nonetheless awe-inspiring. I enjoyed Beijing the most. Perhaps it was because we had a bit more time to explore, perhaps because the visit the to Bei Da was so fascinating. Either way, I would love to return.

Following the visit to Beijing, Constance and I headed off to Hong Kong. Our objective was to obtain "business specific" information that could have implications for our expanding activities in China. We met with representatives from KPMG, Bank of America and a few other folks with particular and helpful insights into doing business in China. I enjoyed Hong Kong very much. It's experiencing a similar development boom yet there are still remnants of the old colonial culture that came with British rule until 1999.

Overall, our visit was quite an experience. A whirlwind of meetings, travel and meals. We came away with a much better understanding how the UW might expand activities in China, how to go about it, and confirmation that a cautious, yet visible approach will be not only welcomed by our colleagues in China, but yield benefits to our faculty and students for several years to come.

The Annual Report – Better Than Ever
by Sarah Moore

When published every January, the UW's annual report captures a year of activity on campus, from outstanding students to cutting edge research to our favorite subject: financial management. The Balance Sheet, Statement of Revenues, Expenses, and Changes in Net Assets, and Cash Flow Statement provide a complete picture of the University's financial health. This document is vitally important for regents, bondholders, donors, and citizens of the State. It's also a very interesting read for anyone who works at or cares about UW. The most recent and archived Annual Reports can be found at:

www.washington.edu/admin/finacct/annual.report.archive.html

Not long after the annual report is published, it's time to start on work on the next year. It's an interesting and challenging process, because each year we find new ways to make the process easier, faster, and more accurate. Some of those improvements can seem small and esoteric, and yet taken together, they get us to a better and better product each year.

The process of creating the Annual Report requires gathering and organizing masses of information from the Financial Accounting System, Capital Projects, Treasury, the Budget Office, and Grant and Contract Accounting, just to name a few. In addition to the standard financial statements listed above, the Annual Report includes detailed footnotes along with a high level description of the UW's fiscal year, something called Management Discussion and Analysis.

Recently, metrics are being developed to measure the effectiveness of the Annual Report planning process. We are creating two measures; 1) the timeliness of issuing the report, broken down by each of the processes to get us there, and 2) the degree of effort – how many person-hours are required for each process. Our first step was to create a flowchart, which includes all of our processes. It is quite detailed with over 50 separate processes! The flowchart shows where and how all of these processes depend on one another, and when each must be completed in order to meet the final deadline of sending the completed annual report to the printer.

Creation of the flowchart and metrics has led to the discovery of better ways of gathering information from academic and administrative departments. One of the improvements are the planning discussions with the investment group in Treasury and the creation of a standard "template" which is in the exact format of a particular schedule in the Investments footnote. That way, we can provide a template for each grouping of investments to Treasury so they can know exactly what information we need to create the final footnote schedule. And we can be more assured of getting the information that is required the first time.

Another major step in this process is consolidating the financial statements of certain related entities with UW's, in compliance with governmental accounting standards. There are now 10 related entities including the UW Physicians Network and the Alumni Association. So, we also created standard "templates" to send to each of these entities to gather all the information we need – not only their financial statements, but additional data that we need to include in our annual report footnote. This made the process more orderly, improved communications with the related entities, and made the data much easier to assemble.

So now it is time to start again, and we are already looking at more ways to streamline our process and make it more efficient for this next time. Who knows what wonders of improvements will evolve? Stay tuned!

Jeff and Bill's Excellent Adventure

by Jeff Follman

I-TECH (International Training and Education Center on HIV) is a major program at UW. Over the last few years, UW has received over $100 million in awards from the federal government to train doctors and nurses on AIDS prevention and treatment in various countries throughout the world.

I was lucky enough to have had the opportunity to visit two of those operations, headquartered in Ethiopia and Namibia. I was traveling with Bill Nicholson, an Assistant Attorney General with the University. Our mission was to learn more about our foreign operations and what lessons we could apply in future foreign operations as the UW continues to expand its international reach.

In the middle of October, I flew to Addis Abbaba, the capital city of Ethiopia. At sixteen hours, this was the longest flight I have ever experienced.

In Ethiopia, I-TECH contracts with over 100 people throughout the country. I spent one week at the central headquarters, which is a five story building occupied almost solely by I-TECH. The first floor is occupied by the local telephone company, which made for an interesting sight every morning. In Ethiopia, people pay their bills in person, in cash. As a result, people were lined up outside the phone company's door every morning, cash in hand. Order was kept by a 70 year old machine gun toting security guard.

The I-TECH headquarters in Namibia consisted of a small compound of 3 small houses. The Namibia operations are slightly smaller than Ethiopia at around 60 contractors.

Windhoek, Namibia had a much different feel than Addis. It is a much smaller city and was also newer. On the surface, it could have been a city in Arizona. However, once we traveled outside of the downtown, we quickly entered a shantytown area where thousands of people were living in tin shacks. It was quite a contrast from the downtown.

I learned a great deal about the operations in both locations. I was really surprised to learn how many staff members are employed in each country. As mentioned earlier, Ethiopia has over 100 staff while Namibia has grown to over 60. These individuals are spread throughout the respective countries to train the doctors and nurses in the urban and rural areas. Each country office was at a different stage in terms of developing their financial infrastructure. Ethiopia was the most established office and had a fairly large accounting/finance team in place (5) and an accounting system up and running. Namibia was rapidly catching up. In Namibia, we got to visit a local hospital to see some of the great work that the I-TECH program was providing. The staff was incredibly welcoming and professional. It was interesting to see in person the balance between effectively operating in the local environment and being cognizant of UW's rules and regulations. It's often a difficult balance and can be quite challenging.

Bill and I visited many local attorneys and other Non-Government Organizations (NGO's) to learn about the experiences of other groups that have done similar work before us. For instance, we learned about other organizations' experiences in establishing legal identity, audit experiences, etc. Each country has different laws and regulations, so it is critical to have legal representation in each country. Although accounting and internal controls are needed no matter where an operation is located, the actual reporting and tax requirements can vary, so that is another area where local expertise (CPA's, etc.) are useful.

We are working to apply the knowledge gained from this trip to future global operations in the following ways:

- Recognition status in the various countries is a critical component in setting up operations
- Local legal, A/R, and H/R advice is also critical given how much variation there is among countries
- Cash flow is a critical issue in operations and we need to continue to improve our methods of sending cash globally
- Accessing UW financial data remotely would help local operations in tracking and maintaining their budgets.

This adventure was by far the most exciting work-related trip I've ever been on. I'm constantly amazed at the great work that the University does locally and the international work is equally inspiring. Seeing this operation in person has reinforced my belief that we're really adding value to extremely critical operations of the University.

Global Support Project

by Karin Johnson

The UW is home to broad global research and education activities, which have grown dramatically in scope, volume and complexity over the past few years. Like many universities, the UW struggles with the multiple demands involved in global work, including financial, logistics and legal and compliance issues. To get a new global project off the ground, faculty and staff often find themselves in unknown territory; either they do not know about previous experiences elsewhere in the university, or appropriate resources just do not exist. How do you set up a field office anyway?

To address these challenges, the Department of Financial Management and the Office of the Provost launched a cross-University effort called the Global Support Project in May 2006. The Project seeks to optimize administrative processes to support global activities in a way that balances the needs of researchers, students, administrators and foreign research and business partners, while minimizing institutional risk. Global health programs make up a large portion of the University's overseas activities and thus they are an important focus. To our knowledge, the UW is the first U.S. university to develop an institutional framework for supporting global activities.

The Global Support Project modeled itself on previously successful cross-University projects; its membership consists of representatives from across the tri-campus community. To date, we've consulted with a variety of faculty and staff on their global activities and needs through one-on-one meetings and a series of five focus groups.

We've learned that the following areas are among the most challenging for global work: getting and accounting for cash overseas; navigating the human subjects review process with multiple institutions; negotiating and issuing foreign subcontracts quickly; finding appropriate legal information about doing business in a country; hosting foreign visitors; and knowing who else at the UW might have insights to offer about similar projects, or in similar settings.

Over the next few months, we'll be working with relevant units to develop strategies to streamline and connect these areas. We want to get to a point where even complex global activities (like registering in another country) draw on processes and procedures that are well developed and easy to find. That way, as the UW pursues its strategic agenda of expanding global activities such as global health and study abroad, the administrative and logistical procedures that support this work will keep up. We'll also turn our attention to educational activities and consult with students and relevant faculty and staff. We hope that the institution-wide approach will lend consistency and enhanced problem-solving abilities to processes that were previously handled in a fragmented manner across departments and projects. The Project's emphasis on flexibility will allow the University community to continue to adapt to new research, education, and compliance needs.

Stay tuned for more exciting developments throughout the course of the year

Can't Find Answers? Turn to SPoC!

by Jon Bostwick

The University of Washington is a very large place. Mind-bogglingly so. If you are new to the University, one of your first quests will be to find the institutional knowledge superheroes, the folks who have gathered bits and pieces of information from here and there to create a knowledge repository in their heads. Most of the time, they have the answers to your questions or know where to go to get them for you.

However, at some point you are going to encounter a question so complex, even your superhero can't answer it. Such a question may cross multiple departments and share processes, and one superhero will not be enough. Or, because of the complexity, you may not even know what your question is. You need a logical place to start, a place that can help you define your questions and where you can be accompanied on your quest. You need SPoC.

For those otherworldly and "fascinating" financial questions, Financial Management has a new initiative: the Single Point of Contact, otherwise known as "SPoC." While not the one and only place to answer every question about life and the universe, SPoC will be that starting point to assist you and all UW employees to make sure that you get the right answer to complex financial questions.

What is SPoC?

First off, a caveat. The SPoC initiative, lead by Jeff Folman and Charles Bennett, is still in the early stages of being defined. The current goal is to create a one-stop shop to triage those hard to answer financial questions, but that may change as the initiative develops.

Okay, with that caveat out of the way, we know that we have a problem. Virtually all recent feedback from our customers indicates a desire for a single point of contact when they have complex questions to be answered or issues needing discussion. They only want to ask once; they do not want to be passed on again and again.

Within Financial Management, many departments have their own customer service centers, with varying standards for when a question is answered and how it is tracked. SPoC is envisioned as working with these customer service centers to make our customer service more consistent, uniform, and integrated, ensuring that wherever you go to get an answer, your question will be answered and answered correctly.

Boldly Going Forward

Over the next few months, several departments within Financial Management will work on the SPoC team to figure out what kind of service we can provide. What kind of questions will SPoC help to answer?

On African Soil

by Kyra Worrell

Africa. It's huge. In size, in population, in our collective imaginations. It is in a constant state of change; it is timeless. For many of us, it seems so far out of reach as to be a dream world, unobtainable, unreal, and mysterious. Not too long ago, I remember thinking that I would probably never step on African soil in my lifetime. I didn't know how wrong I would end up being.

And I don't think I realized how wrong my perceptions of Africa as unobtainable, unreal and mysterious really were. What was once far away is now coming closer and closer to North America, to the United States, to the University of Washington. What was once mysterious and perhaps unreachable is now part of a one world, Global initiative and is more accessible than ever before.

My journey began after I found out I had won an Adviser's Pangaea Award in June of 2006. Applying for the award involved writing a one to two page essay describing how joining an Exploration Seminar relates to my advising functions and to my department as a whole; my top three choice destinations and a letter of nomination from my director. Originally, the Award was only open to Academic Advisers; however, Ruth Johnston sent an email to David Fenner, the Vice Provost who was heading up the Pangaea Award search committee, questioning this distinction, noting that Student Fiscal Services' Financial Advisers can also have strong interest and influence on the lives of students and should be included in the pool of applicants. He agreed, and the rest is history! I learned I was to participate for ten days in the Mombasa, Kenya Exploration Seminar under the direction of Professor Seyed Maulana. The Award was to include economy-class airfare, 10 days of accommodation, and course-related excursions. The Exploration Seminars take place during the Early Fall Start of late August and early September.

I had only been off of the North American continent once before this – when I was 18, touring Great Britain and France with my family. I flew from Seattle to Amsterdam, and then Amsterdam down to Nairobi and finally transferred to the costal port of Mombasa. It was warm and humid as I stepped off the plane in Mombasa. My host, UW Professor Seyed Maulana and his friendly, white-bearded Brother-in-law, met me at the gate. They both wore the intricately embroidered hats favored by observant Muslim men in Kenya. Professor Maulana's Brother-in-law wore the long white robe also commonly worn by Muslim men in the region. Though three fourths of the population of Kenya identify themselves as Christian, the majority of the people of the coast identify themselves as Muslim. So here I was, American Kyra Worrell from SFS in Seattle, Washington, not only stepping foot on the dusty ground of the African continent, but also meeting with people of a faith often misunderstood and sometimes seen as odds with US policies and culture.

The sun was setting as we stepped out into the airport parking lot. It was then that I began to see some of the dichotomy that is Kenya. We exchanged pleasantries as we walked (English is the official language of Kenya, harkening back to the decades that Kenya was a British colony; my hosts were excellent English speakers); our pleasantries were abruptly halted when our paths crossed a young soldier loitering next to a car, casually swinging an AK-47 rifle with one hand. The parking lot was modern and paved; shortly after we exited the airport, we were traveling over dusty, bumpy, barely drivable dirt roads.

The next two weeks passed in an incredible blur as I learned and listened and observed and absorbed the rich culture of the Coast of Kenya. The Study Abroad program I had joined of the 'cultural immersion' school. I was to live with a local family, just like the students I was joining. I lived for ten days with Widow who ran a clothing shop out of her home. It was a house of women: Sharifa, the widow, who was my host mother; her daughter, an accountant who had recently graduated from Oxford, and who left shortly after my arrival to work in Dubai, United Arab Emirates; her niece, Fatima, who had come to live with her to fill the empty nest now that both of Sharifa's daughters were out of the house; and a middle-aged cousin of Sharifa's who was divorced. Most of the events I attended were sex-segregated, but I found that was welcomed into this community of women. I learned that many of my assumptions (and prejudices, really) about Muslim women in general were unfounded: the women I met were strong, educated, opinionated and firmly devoted to their religion. I met articulate and educated women studying all sorts of disciplines, including religion – and a surprising number of Accountants! Some of the women seemed to more options than I had previously realized: the Widow I lived with had turned down several offers of marriage and preferred to remain single, supporting herself with her shop.

The Exploration Seminar group met daily: the students, myself, the Professor and his sister Amira, who was the former Director of the Fort Jesus museum. We listened to guest lecturers speaking on topics ranging from the origins of the Swahili language to the modern problems with drugs and AIDS. We took several day trips – visiting the ruins of 10th century coastal cities and heading up the Coast to the less developed town of Malindi. We visited the interior of Kenya for a Safari and ended up seeing the current president of Kenya as he came through to meet with local dignitaries. We visited a school where youths are being taught lost arts and we saw a modern hospital; we also saw the effects of government corruption in Kenya – the lack of running water, unfinished roads and uncollected garbage. When I first arrived at my home in Mombasa, I was told that there was no running water; I naively asked why they just didn't call the water company and have the water turned back on. My host mother looked at me rather strangely and did not reply right away. There were also incredibly beautiful moments: I attended a prayer service honoring yet another one of my host mother's female relatives going away to work in Dubai (I believe she was a Pharmacist), and was anointed with oil while I listened to the room fill with the voices of women chanting verses from the Quran, washing over me like the warm waves of the Indian Ocean. I saw lions hunting water buffalo just inches from our jeeps -- in the dim light of the sunset in the background of the African Savannah, their pink tongues hanging between their teeth. I watched Masai tribesmen dance for tourists while earning money to build their schools and educate their children; we learned that this tribe brings in outsiders to teach their children because the tribal elders do not have formal educations. They tell us they are slowly building up the next generation. And I learned that not all places are like the US; but soon our campus will be more than the US.

After just a few days in Africa, the students began to come to me with their questions and concerns: financial and billing questions, primarily, but they also saw me as a representative of the University of Washington during their study abroad experience. After my return, I helped facilitate a meeting between SFS, the Office of Student Financial Aid, Comparative History of Ideas (a department that coordinates the Exploration Seminars), The Office of Global Affairs and the Deans Office of the College of Arts and Sciences. This meeting led to the creation of a special scholarship for Exploration Seminar participants. I believe that my foray into the global university heralds an exciting time for SFS specifically, but also Financial Management as a whole. We are now truly becoming integrated into the University culture and into the University's global vision as a whole.

Please join me with the FM Diversity Team when I talk more about my experiences and narrate a slideshow of my trip on April 19th from 12pm – 1pm in the Ethnic Cultural Center's Black room. It's a brown bag, so feel free to bring your lunch!

Convergence: The Evolving Tale of Cash, Debt and Operating Funds

by Chris Malins

The term "silo" has been used a lot lately in FM to describe a process or function that has historically been pretty self-contained. It may have some interaction with other people or processes, but only peripherally. At meetings, people will often say "I work in a silo" as a way to describe their non-integrated work. Fortunately, those of us who stay in these meetings for longer than the first few minutes hear the next part of the discussion, which will contain words like "integrated" and more importantly "convergence". Convergence is a big new millennium buzzword. In high tech and consumer electronics, it means bringing together separate technologies into a single piece of software or device. For example, a camera-phone is an example of convergence, as is adding the option of PayPal to eBay. In Financial Management, it means putting daily work in the context of the entire UW and thinking about how that work can integrate or "converge" with others. This type of thinking typifies what FM is trying to achieve with the Knowledge Worker Initiative.

The CFO's office in Treasury, led by Doug Breckel, has joined the convergence club by looking at three previously separate functions –cash, operating funds, and debt management- and finding ways to integrate them, to the great benefit of customers, process partners, and staff. This effort began with the formation of the Cash Management Team last year and continues with the current Debt Management Initiative.

Looking at the specific convergence areas in the CFO's office, it is easy to identify functions that provide real benefit when thought of outside of their silos. For example, Asset Liability Management is a method for looking at interest rate sensitive elements on both sides of the balance sheet (e.g. assets and liabilities) and seeking ways to structure them such that net assets (e.g. assets minus liabilities) are effectively managed. Another idea is to use the debt function to better manage cash. Since cash typically earns the lowest return, this means holding as little cash as possible or even using a line of credit or other loan instrument as an alternative to holding cash.

On the debt management side of the house, borrowing money when needed can reduce interest expense. This is called "just in time borrowing" and can significantly reduce the cost of debt to campus. In addition, borrowing for more than one project at once can serve to combine legal and finance costs. Both of these techniques can lead to more effective management of Net Assets.

Convergence is very exciting stuff and opens up new ways of thinking about how to manage the University. In Treasury, the process is still in its infancy and we are only just beginning to feel the improvements. As time progresses and more processes are looked at in the context of the institution, the way that we do business will become much more efficient and each of us will feel more empowered to make positive change. And that is what being a knowledge worker is all about.

Exploration Seminars and Pangaea Awards

by Kyra Worrell

SFS Thinks Globally. The Global Initiative is a University-wide effort to continue to be a global, inclusive, dynamic and growing University. The Global Initiative manifests itself in many ways. A few years back, UW introduced a common book called Mountains Beyond Mountains, and required all incoming freshmen to read it. Classes and reading groups were built around this book. Both the subject (Dr. Paul Farmer) and the author (Tracy Kidder) of the book were invited to come and speak. The book itself examines themes of service and interconnectedness to others in the world. I read the book and was inspired by the subject's commitment to service and social justice and his vision of a world larger than just his immediate surroundings.

Another way the Global Initiative is playing out is the University's commitment to making its students global citizens. The University's goal is for every single student to experience studying abroad. The study abroad experience – a students immersion in a culture not their own – a first hand experience of another culture and sometimes a whole new way of thinking – is the first step in opening their eyes to the greater world out there and to ultimately become better global citizens.

When most of us think of a study abroad experience, we think of spending a quarter or even an entire year in another country. This more traditional study abroad experience is not always practical for students on a strict course schedule or who may be relying on financial aid. UW is committed to being inclusive in this commitment to giving all students a study abroad experience, and to this end they are promoting Exploration Seminars.

Exploration Seminars are month long, five credit study abroad classes that take place between summer and fall quarters. They enable students on a strict course schedule to take part in the study abroad experience and they can be less costly than a quarter or year long study abroad program. Some of these programs are underutilized because they are not as publicized as more established study abroad programs run by different UW departments. David Fenner, Vice Provost of the Office of Global Affairs and several other global hotshots came up with an ingenious plan. They knew they needed to get the word out to students about these programs – especially students who had financial or time constraints. They quickly realized that Advisers could be the key to promoting the program. They also knew that with the heavy workload of many advisors, Exploration Seminars might just go to bottom of the inbox pile and never come back up. They had to find a way to make these Exploration Seminars seem exciting, vital and fresh to the Advisors, so that the Advisers could pass on their excitement to their students. Thus, the Pangaea Awards were born. Advisers were invited to submit proposals that might result in a 10 day trip on an Exploration Seminar, with airfare and accommodations paid. Financial Advisers, like myself and my colleagues in Student Fiscal Services, were also encouraged to apply. This cumulated in my own once in a lifetime trip to Africa (see accompanying story in this issue)

I was later featured in an article in UWeek (see link below) that highlighted the reasons why the Exploration Seminar and general Study Abroad experience has become so important in light of the University's global mission.

uwnews.washington.edu/ni/uweek/uweekarticle.asp?articleID=25383

SFS continues to work with process partners and other departments in making the study abroad and Exploration Seminar experience more accessible to all students. Having SFS participate in Exploration Seminars brought the financial issue to the forefront. SFS has actively participated in the updating of the Exploration Seminars financial advice webpages, and will be leading financial seminars in the spring. We have also been instrumental in examining the financial burdens financial aid Exploration Seminar students may face, leading to our facilitation of a meeting between many of the offices involved in the Exploration Seminars and the Office of Student Financial Aid. This ultimately led to the creation of a new scholarship aimed at easing the loan debt burden of Exploration Seminar students. SFS continues to collaborate with the Office of Global Affairs, other study abroad related offices and our process partners, to promote the UW's global initiatives.

A "Load" of Improvement for Rate Calculation Process

by Sarah Moore

Have you ever started with a simple process, like paying for employee benefits and tried to find a way to put the costs of those benefits to the budgets they belong to? And as time passes, the process gets refined, and refined a little more, and tweaked here and there to accomplish a more "exact estimate" (no such thing, by the way!). Now it is a twisting, turning maze, with very bumpy ground. Then two different people take over the process and fight their way through the maze and stumble over the ground. When they finally get to the end and peek their heads up over one of the hedges of the maze and see they could have arrived at the same place in just two turns! This maze is, or was, the process of estimating the University's benefit load rate (or payroll load rate) each year. And that is how it felt to try and make the process better.

Benefit Load Rates, (or Payroll Load Rates) are the rates used to charge benefit costs to all budgets that have salary charges. The University pays over $400 million per year of benefit costs, such as health care, retirement, and social security. Recording in each budget the actual amount of benefit costs paid is impractical for a number of reasons; one of them being that it would be very difficult to allocate to tens of thousands of budgets the actual dollar amounts paid for benefits every pay period. Also, departments can forecast benefit costs more easily by having an estimate of how many dollars of benefits each dollar of salary costs, depending on the type of salary (faculty, classified, professional, and so forth).

Thus, we have the Benefit, or Payroll Load Rate. Financial Accounting recalculates these estimated benefit rates per salary dollar every year and inputs them into our financial system. We start with finding the ratio of benefit dollars paid the year before to the salaries dollars paid the year before. Then we adjust it for any expected changes in salaries and in benefits, such as health care premiums, FICA and employer contributions to retirement plans.

The problem with arriving at something by wandering (actually – racing!) through that complicated maze is that it is almost impossible to explain why this year's maze got us to a different place than last year's maze. Also, it is hard to be sure we didn't trip on that bumpy ground and take a wrong turn on the way to the end. Lastly – it takes a much longer time to get there!

So we got to work and eliminated most of those turns in the maze, and ended up with a much simpler process – one we could do more quickly, explain more easily, and have more confidence in. What's more, when someone asked why a benefit rates increased, we didn't have to say "the spreadsheet did it"! We started with the calculation we had already completed and were using for the current year. Then, using the same basic data, we re-calculated the rates, starting from the beginning as if we were coming up with a method for the first time. We took the shortest distance between two points – last year's benefits costs and last year's salary costs, plus any known increases. We eliminated all the steps and formulas that had been done to compare for each of the seven benefit types for each of the nine salary classes, how much we paid for the benefit last year as opposed to how much was expensed to budgets using the load rate. This meant we did not have to input spreadsheets of monthly data summarizing benefits charged to budgets. In other words, we did not try to do all the "fine tuning" that had evolved over time. Instead, we just allocated this "over and under" from the prior year at a higher level – by salary class. What we eliminated were tabs and tabs of spreadsheets with allocated and reallocated costs with many linked formulas. And what we found when we were done was that the rates that resulted from the simpler method were substantially the same as the rates under the old method – with a lot less work.

As a result, we are able to respond sooner to departments who need to know the next year's rate for their budgeting purposes, we estimate we save about three weeks' time per year, and we went from a 27-tab spreadsheet to a six or seven tab spreadsheet. We're happier, we hope the departments that rely on this process are happier, and we have more time to work on eliminating the turns in other mazes!

Welcome to Purchasing and Stores Staff

by Jeanne Semura

In December 2006, Purchasing and Stores (P&S), 85 staff members strong, was reunited with Financial Management. Years ago, a decision was made to separate the two areas to ensure independence in purchasing and paying functions. Over the years, as the work has become more computerized, sufficient accounting controls are in place to rejoin our natural partnership in the procurement process.

To manage the transition, Jeff Follman, newly appointed Assistant Controller for FM, was appointed Acting Executive Director for Purchasing and Stores. Carla Helm, interim Director for Purchasing and Stores continues in that role and reports to Jeff. To celebrate our reunion, Ruth Johnston joined Jeff and Carla to plan the transition which included a "Meet and Greet" all-P&S staff meeting. Jeff welcomed the P&S staff and introduced: V'Ella Warren, Ann Anderson, Ruth Johnston, and me.

Carla discussed initial transition planning and opportunities for P&S staff to take advantage of participation of FM quality improvement teams and training programs. V'Ella welcomed everyone an d talked about the FM culture, the FM Strategy Map and commitment to quality improvement. Ann greeted the staff and talked about upcoming plans and Ruth Johnston described the quality teams and training program. Jeanne described the poster boards of the 13 initiatives underway to achieve our strategic goals and urged everyone to look at the posters and ask questions about what we are doing.

Like any good celebration, Jeff kept us on schedule and invited everyone to take a break and have some treats, look at the posters, and then reconvene. A question and answer session was held before ending. It appeared to me that there was a good turnout and the folks attending seemed to enjoy the treats and a chance to meet us.

The "Meet and Greet" was just the beginning of integrating Purchasing & Stores into Financial Management. The units also participated in the Recognition Awareness Training Team (RATT) training as well as the "Embracing Change" workshop. See slide show for great shots of the various training sessions.

Strategic Dashboard Development

by Jeanne Semura

In our last issue of New Directions, there was an article on the annual Executive Improvement Team (EIT) retreat and the work done to refresh the Financial Management (FM) Strategy Map. At that time, the EIT adopted 13 strategic initiatives to move FM closer to our goals.

One of these initiatives was to develop a new strategic dashboard to supplement the existing operational dashboard. The Dashboard Team was delegated the responsibility of developing and producing this strategic dashboard. Thus, began a new and challenging journey for Dashboard Team members. While EIT members had worked on definitions and measures for this new strategy map, the Dashboard Team was charged with figuring out how to collect and report data related to the desired measures.

Based on the new initiatives, the Dashboard Team was restructured. Charles Bennett, the lead of the team at that time became lead for several new initiatives, so he stepped down and I inherited the lead role. Also, with Purchasing and Stores joining FM in December, Sean Kennedy agreed to join us and share his knowledge and expertise. The other members of the dashboard team are Dinah Walters, Erin Courtney, Kelley Smith, Randy Lewis, Ruth Johnston, Shari Spung, Tammy Yanez, Tom Phillips, and Vincent Lau.

After being briefed on their new assignment over several meetings, the Dashboard Team held an all day retreat in January 2007 to develop operational plans for collecting information for each strategic measure. While we all worked hard that day, we took a refreshing lunch break as well as stopped to see a raging Snoqualmie Falls, before going back to work (see photo).

At the February 13 EIT meeting, a proposed plan for developing the dashboard was discussed. Some plans were accepted and others still need further development. Unlike FM's Operational Dashboard measures, the Strategic Dashboard contains quantitative as well as qualitative measures. The qualitative measures require further research, benchmarking, and testing of activities to determine whether they will move us forward. This takes hard work and is challenging our critical thinking skills.

Accounts Payable – Continuous Improvement

by Elaine Manion

Along with many other changes in Financial Management, there has been ongoing process improvement in Accounts Payable. For nearly a year now, AP has shown great progress in the simple but effective ways it has improved invoice processing. These changes have helped not only the department, but also Financial Management as a whole. I sat down to talk with Assistant Director Pramilla Chand and here are some things she had to say.

First, Pramilla explained to me the two ways AP has used Process Improvement. The first involves the invoice processing team. In the past, two separate teams worked on logging and processing. It had been the goal of the department to have invoices logged within 48 hours. But because of the unpredictability of the mail (heavier loads on Mondays and Tuesdays) and not enough cross-training, the staff was rarely able to reach this goal. To help solve the problem, both teams were cross-trained to do each other's jobs. This provides each employee with new and different skills and helps to build strengths in ways that might have been missed in the past. Within one year, the data has shown that real improvements have been made.

The second improvement was focused on customer service; specifically, how to handle the many incoming phone calls that the department receives. Using QI tools provided by FM, the team identified rapid cross-training processes based on the knowledge worker premise. All AP customer service staff are now able to answer all customer inquiries using the knowledge they have gained. Incoming calls are logged to help identify internal and external training opportunities.

The result of the rapid cross-training has reduced inconsistent information. All AP customer service staff use their knowledge worker skills to multi-task while providing good customer service.

Fiscal Specialist supervisor Keli Johnson continues to encourage process improvement using the knowledge worker skills identified for customer service staff. The team members take turns presenting a PowerPoint presentation of their assigned tasks. This builds on their presentation skills and educates all AP staff on consistent procedures. The open communication and sharing among team members has helped create an open dialogue between staff and customers. With each member of the group feeling valued, encouraged and empowered to contribute, the group has been able to deliver higher quality customer service.

Both of these new procedures have shown that cross training, positive encouragement, and open communications can greatly benefit both those inside and outside of the department. Not only has AP been able to achieve its goals, it is also a strong model to follow in other areas of Financial Management.

Put it in the Wiki!

by Jon Bostwick

Whatever team or initiative you participate in within Financial Management, at some point you are likely to hear someone say, "Put it in the wiki!" From project plans and meeting minutes to instructions for feeding Clyde the goldfish, check the wiki and it's there --- or it soon will be. The wiki is transforming how we do our work. Are you ready?

If you haven't used the Financial Management wiki, you may not understand what all of the fuss is about or even what a wiki is. Simply put, the FM wiki is a tool that you can use to easily create and share your knowledge on the web, whatever that knowledge is. If you work in a team or on a project, you will find that the wiki makes it much easier to collaborate on your work.

Write, Rinse, Repeat Before the wiki, collaborating on a team charter, for example, could consume an extraordinary amount of time. For instance, you might use Microsoft Word to write a draft of a team charter. You attach the charter to an email, which you send out to a dozen or so colleagues to review. Your colleagues review the charter and send you their comments and revisions. All of a sudden you have a dozen charters in your inbox filled with changes. You have to review comments, combine revisions, send out another batch for review, and then repeat. Whew!

After you finish the final version, ideally you save the charter in a place where you can find it later. Ideally. More likely, a month or more passes and you get that dreaded last minute request to see the "latest version." Not remembering where you put it, you scour email chains and scan your broken memories fighting off a feeling of impending doom. There has got to be a better way, and there is: enter the wiki!

Do It Once And Share

Looking at that previous example, one of the biggest problems is that there are multiple copies and versions that need to be combined and managed. With long email chains and so many versions, even the most organized person is likely to lose an important idea or comment along the way. Wouldn't it be nice to manage just one version that your colleagues could see from anywhere in the world at any time?

The wiki allows you to do just that. The chief role of a wiki is to provide an online space where participants can collaborate on creating information. You can use the wiki to post training manuals, procedures and policies, project plans, and more. It provides a centralized, up-to-date view of your work that people can comment on or edit.

With the charter example, you would first create a team charter page in the wiki. Everything happens in the wiki. You type up the charter and "save" it, which publishes it online instead of saving it to a file. Rather than sending out an attachment to your colleagues, you send out a link to the page. They log in to the wiki and either make comments or revise the page themselves. There's no email chain, because the comments are all on the page. Whenever a change is made, a history of that change is stored in the wiki. You can go back and revert to previous versions at any time. Best of all, because the charter is online, your colleagues always see the most up-to-date version.

Write it in the wiki, change it in the wiki, and share it in the wiki. Everything is centralized, and always available.

How to Start?

To use the wiki, you will need an account. If you don't already have an account, you will in the next few weeks. Everyone in Financial Management will have an account created for them.

As easy as the wiki is, just like any other piece of software it can take some time to become comfortable with it. Financial Management offers a "Wiki 101" course to help you understand the basics. Contact Dinah Walters, waltersd@u.washington.edu, to find out more about this class.

Join the wiki revolution!

Recognition Roundup
Complied by Farida Ablang

As always, our Recognition Quality Team (RQT) has been quite busy these days. Since autumn, the team has presented 3 TOPS Awards, 2 LINQ Awards, and hosted 2 Expresses and 1 Person to Person Gathering. Financial Management also continues to recognize peers with 72 Bravos, 2 CARE Awards, 362 Recognition Treats and 2 quarterly Recognition Rewards drawings! Way to go, FM! Here are the details of the awards presented:

TOPS Awards:

Diversity Team:

The 2005-2006 Diversity Team was presented with a TOPS award on Monday, November 20, 2006, at 2:30 p.m. in Gerberding 26.

The team was recognized for continuing the goals to enhance awareness and appreciation of diversity at the UW and in Financial Management. This team was a merged team which focused on the mentoring program, culture talent show, newsletter and brown bag sessions.

Treasury Debt Team:

Sam Senturia and Chris Malins and Wayne Sugai were recognized with a TOPS award for their work on the Debt Database project. This TOPS was presented on November 27, 2006. They streamlined the University's paying and reporting process, helped FM better understand the characteristics of the debt portfolio, improved portfolio management and are supporting the internal bank initiative. The project is a long-term improvement with a creative outcome and provides a cost and time savings as well as improvements to customer service.

Non-Resident Alien Payroll Team:

Heather Norberg Stewart (Payroll), Sam Senturia (Treasury), Tammy Yanez (Payroll), and Cindy Gregovich (Payroll) were presented with a TOPS award on Tuesday, December 5, at 9:30 a.m. in Schmitz 170. They were recognized for automating the current employment authorization process required to comply with federal regulations for employment of non-resident aliens (I-9 forms).

This project was undertaken when it was found that over 93 employees with expired work authorizations were still employed at UW. Before the process was automated, Payroll spent many hours following up with employees and departments to get the proper documentation required to continue employment. The new automated process allows Payroll to run the notifications and complete the follow-ups in less than 8 hours per month! By automating the process, this team reduced the risk of fines/reputation with US Immigration and Customs Enforcement (Homeland Security).

LINQ Awards:

Ted Mordhorst:

On December 14, 2006 Ted Mordhorst, Assistant Director for Compliance, Research Accounting and Analysis, was presented with a LINQ award for being Approachable, Trusting of Others and Trustworthy.

Ted is approachable in that he is an expert, so everyone goes to him when they have questions. He always drops what he is doing to answer questions and to help solve problems - he never turns anyone away. Because of his depth of knowledge and experience, Ted is a great sounding board.

Ted is trusting of others and is there for guidance and support but is very comfortable allowing others to take the lead. He is very clear and concise in his answers but at the same time provides enough information so that you are equipped in the future to reason out the answer yourself.

Ted's extensive experience makes him a trustworthy authority on compliance issues. His co-workers feel very comfortable when he is in the office because his knowledge enables him to answer most questions regarding compliance. He almost always has a good answer and, of course, is willing to help. On the rare occasions when he doesn't know the answer, he will admit that he doesn't know and will then try to find the answer.

Sue Camber:

Sue Camber was presented with a LINQ award for being “Trusting of Others” on January 31, 2007.

Sue is trusting of others because she:

Shares information willingly

Values others for their varied and unique abilities

Considers all points of view and involves the right people in decision making - When she presents an idea, she wants support for it, but she listens to concerns and other ideas and takes them into consideration when making decisions. Sue listens and encourages feedback. She allows her staff to have differing opinions, then works to get consensus

Allows individuals to learn by making mistakes – She is a “coach” and will not chastise for making mistakes. She has a “Don’t be afraid to ask” operational style.

Shows courtesy in working with others – She really cares about her staff and is a great listener.

Recognition Rewards:

The winners of the quarterly Recognition Rewards drawings were:

In October 2006-Anita Bingaman from Payroll

In January 2007-Leah Ramos from Payables

Thank you for saying thank you!

Kudos
Complied by Kyra Worrell

To: Ann Anderson (Controller)

From: Bill Ferris, Executive Director of Administration, Office of the Executive Vice President, UW

Re: Financial Management Newsletter

Hard to believe this is #40! I still think this is one of the best venues for updating the administrative community.

To: Ann Anderson (Controller)

From: David Boulware, Professor, Chairman, Physics

Re: putting together arrangements for foreign employee

Thanks! I really appreciate your help and hope that the effort helps others in the future.

It was an excellent outcome that could easily have been otherwise.

To: Ann Anderson (Controller)

From: Connie Celum, MD, MPH

Professor of Medicine & Adjunct Professor, Epidemiology, UW Thanks for your follow-up and positive tone about progress.

To: Sue Camber (GCA)

From: Phyllis Wise, Provost

RE: eFECS information for BOD

Thanks so much for all the work that you have done overall on this project. As importantly thanks so much for going over this material with me and then re-working it to make it even clearer to all our audiences, particularly the deans, how important all of this is.

To: Pramilla Chand (Payables) and her team

From: Member of the UW Consulting Alliance

Ruth Johnston sent this observation on:

Jeanne and I attended a meeting of the UW Consulting Alliance (trainers on contract with POD, was T&D). In the course of the meeting, consultants were speaking of their experiences working on campus, and totally unsolicited, the facilitator remarked how incredibly efficient and timely getting paid was!

He was complimenting both POD and Payables and their ability to work together on behalf of these vendors.

To: Elizabeth Cherry (Risk Management)

From: Suzanne Liv Page, JD, Director, Industry Agreements, Office of Sponsored Programs, UW

Hello: I wanted to drop you a note and let you know what a nice job Elizabeth Cherry does in advising us on risk issues related to sponsored projects. As you can imagine, we have to make frequent and quick decisions on issues related to grants and contracts. Elizabeth always responds timely and offers us very sound and practical advice on how best to proceed. I have also attended meetings with and we have given talks together and I think she is extremely clear when she shares the University's policies with others.

To: Diane Cooley, Kyra Worrell (SFS)

From: The Florida Association of Bursars and Student Accounting Administrators

Re: Best Practice for 2007 Award

The Florida Association of Bursars and Student Accounting Administrators is pleased to announce that your entry entitled "Financial Literacy at the University of Washington" has been awarded as the Association's 'Best Practice for 2007.'

Your entry was judged based on the relevance to FABSAA members, adaptability by other schools, and the outstanding manner in which your project was presented. We offer you our warm CONGRATULATIONS! Your awards are two free conference registrations plus a $1,000.00 check for the University of Washington's general scholarship fund.

As a "Best Practice" winner, your presentation will be included in FABSAA's Annual Conference Book. You will be required to present your "Best Practice" at the FABSAA Annual Conference on Friday, March 23, 2007. Your time-slot for the presentation, including questions and answers, is from 9:00AM - 10:00AM in the Coronado Ballroom T at Disney's Coronado Springs Resort and Conference Center. There will be a special presentation for our three "Best Practice" winners on Wednesday, March 21st during our conference's luncheon.

Again, CONGRATULATIONS! We all look forward to seeing you at this year's 5th annual conference.

The recognition which Kyra and Diane received from the Florida Bursars has been noted in the UWeek. See:

uwnews.org/uweek/uweekarticle.asp?visitsource=uwkmail&articleID=30795

To: Diane Cooley, Kyra Worrell (SFS)

From: Carrie McMullin

I just wanted to thank you again for your participation in developing and co-presenting the "Bank Account Blues" workshop for RAs. People who attended gave really positive feedback, and they also seemed really engaged and interested in asking questions. I would call it a success! I may add it to "greatest hits" list of presentations to do again in the future; if so I'll contact you again, if that's okay.

Thanks so much!

To: Diane Cooley, Kyra Worrell (SFS)

From: Paul D. Nichols, Educational Programs Manager, UWState GEAR UP Project

Diane and Kyra created and ran the "College Cranium" game:

All of you helped to make our students' 2006 summer vacation a time of wonder and excitement. To a person, all Summer Institute students wanted more time on the University of Washington campus. In fact, on the last day, when students were dismissed to report to their busses to go home, many protested playfully. They said they wanted more time on campus. They enjoyed both the classes and the Learning Labs which some of you provided—from Street Law to Robotics and from a "College Cranium" game to a real exploration of, "The Brain."

To: Michael Farris (SFS)

From: A student

Thank you for the extra help you extended me in getting me enrolled this quarter. Just as a reminder I'm the one you helped who had the problem with the short term loan. I am enjoying being back in school. It has been a blessing, more than one can imagine. And I wanted to make sure you knew how much you have done for me (and my family). God Bless you.

To: Keith Ferguson(Treasury) and the Treasury Office

From: Shelley Yapp, UW Regent

RE: UW CEF

Congratulations to you and your team! Great performance

To: Jeff Follman, William Christensen, Sarah Moore, Bin Chen, Gregory Henderson, Erin Courtney (Financial Accounting)

From: Phyllis Wise, Provost

Meant to tell you at our meeting that I think that the annual report looks BEAUTIFUL! Thanks for the preview.

To: Jeff Follman, Erin Fay, William Christensen, Bin Chen, Nancy A Treibel, Jon Vanvick, Gregory Henderson, Sarah Moore (Financial Accounting)

From: 2007 CASE District VIII Communication Awards Competition

Congratulations! You are a winner in the 2007 CASE District VIII Communication Awards Competition. The award, category, and individual(s) to be credited will appear in the catalog of winners as listed below:

Bronze

Annual, semiannual, or biennial institution reports

University of Washington Annual Report 2005

To: Jeff Follman (Financial Accounting)

From: Weldon Ihrig (EVP)

Jeff, great job of leading this year's successful annual report and even more special with this recognition regarding the quality product.

To: Miriam Garvey (SFS)

From: Connie Sarbin (UW Student)

Thank you so much again for helping me with the lost check and the late/stop fees. I appreciate you going to bat with U.S. Bank and following up on this problem so promptly. It was a pleasure to work with you; it's people like you that make the U. of W. the great University it is. I appreciate your efforts on my behalf.

To: Miriam Garvey, Lichang Wong, Paige Hamlin, Neal Burton, Diane Cooley, Kyra Worrell (SFS)

From: Mie Murazumi, Graduate Program Assistant, Asian Law Center, UW School of Law

Re: SDB Training Class

Thank you very much for a very well-organized class.

To: Frannie Gladney (SFS)

From: Leah Lopez and family (student and family)

In the complex world of finances, Frannie astounded me and my family with her financial gymnastics and knowledge base that rates her in the epitome of her field. She is human kindness personified and in that she brings strength. We hope for the very best for her because of her endeavor to help me through financial and academic turmoil. This letter is only a pittance of how grateful we are for how she has affected our lives. Thank you, Frannie, thank you.

To: Frannie Gladney (SFS)

From: Melisa Noel (former student)

Here is my final payment for my brief time at U.W. Thank you so much for following up on this last little bit. I apologize for not catching it myself. It has been a pleasure talking with you over the last couple of years. You are an asset to the University and have been, by far, my most pleasurable experience with the University as a whole.

To: Frannie Gladney

From: Jeffrey T. Bogdan, student

Over the last two years, Ms. Gladney has worked with me to reconcile my account. She has made this experience easier by being most flexible and understanding. She has gone out of her way to make this process as easy as possible by allowing me to make timely payments, without feeling overburdened. Her genuine consideration towards everyone, coupled with her positive attitude, makes her an invaluable asset to the University of Washington. Please extend my personal thanks to Ms. Gladney for all her help.

To: Cindy Gregovich (Payroll), The Payroll Office

From: Weldon Ihrig ,EVP

Cindy, my sincere appreciation for your and your team's extraordinary efforts to overcome the unexpected time reporting issues this month. Such unexpected events disrupt people's lives, and my sincere thanks for all who went the extra mile so that our staff could be properly paid.

To: Cindy Gregovich (Payroll), Ann Anderson (Controller), The Payroll Office

From: Weldon Ihrig

Cindy and Ann, a perfect storm is the perfect analogy for this unexpected situation. We appreciate your leadership along with your teams' efforts to do what is the right thing for our medical centers staffs. I realize that the buck stops in Payroll to make it happen, so let your teams know that their efforts are appreciated.

To: Chris Malins(Treasury), Treasury Office

From: Weldon Ihrig, EVP

Re: Commercial Paper Closed and issue

Chris, this is great rate and glad that the process went so smooth--of course the credit goes to you and your team.

To: Chris Malins (Treasury), The Treasury Office

From: John R Pettit, Senior Advisor, Dean of Medicine, UW

Chris, thanks to you and the entire internal and external team for another successful financing!

To: Payroll Office

From: Elizabeth Coveney, HR Administration and Information Systems UW

I admire the Payroll team's "roll up our sleeves and get it done" attitude.

To: The Payroll Office

From: Delores Hebert, Custodial Service, Unit 0149

THANK YOU! THANK YOU! THANK YOU!

I know you all were swamped with the computer glitch. But, we all really appreciated your efforts in getting payroll and hand written checks in such a timely manner.

I was amazed to find not only the shift differential hours completed, but also the overtime, hazard pay and last minute OPUS changes (Maint. Custodian 2's).

You made my day and I am sure our employees will be happy to have all their pay on Monday, Sept. 25th.

Again, Thank you.

Please pass this on to all the payroll staff that contributed to the wonderful effort.

To: Jeff Petersen (SFS)

From: Hugh A. Parker, Manager, Student Information/EO Systems, Office of Information Management, UW

I just wanted you to know how much I appreciate Jeff's contributions to resolving issues and process improvement. He has a natural eye for grasping complex things and is a good team player. His heart is in the right place and that makes a difference.

To: Judy Peterson (Treasury)

From: Weldon Ihrig (EVP)

Judy, I wanted to thank you and your husband for your generous endowed gift to fund the Peterson Club Sports Endowment Fund. It was special for me to sign the Endowment Agreement creating your fund.

What a great idea in supporting the club sports at UW. There are many of them and I know that the students work hard to keep them afloat, and your endowment will greatly assist their efforts for years to come. With the new squash courts at the IMA I have seen the impact that donors like yourselves made to create a Squash

Club which has now become competitive along the west coast as well as nationally.

Thanks again for your wonderful endowed support of the current and future UW students.

To: ProJobs team (Doug Breckel, Becky Bullock, Chris Malins, Wayne Sugai)

From: Harlan Patterson, Planning and Budgeting

You all - to a person - have been simply AWESOME! The UW of the future will be truly greater as a result of your contributions here - many thanks.

To: Ann Sarna (Treasury)

From: King Country Combined Fund Drive

From Ann to the EIT: I also received an award for "Outstanding Coordinator"(Of a CFD Campaign). There were three of these awards given by King County, so I'm honored to be a part of this group.

To: Kelley Smith and JR Sloan (Financial Accounting)

From: Christina Z. W. Chang

Director, Finance & Administration, Development and Alumni Relations

I wanted to take a moment to let you know how valuable a team you have in Kelley Smith and JR Sloan.

In two short sessions, they have helped us to achieve the confidence we need to begin migrating away from our shadow financial system onto My FD. They have helped us to strategize and to think more creatively about our processes. Their customer service is unparalled, they have great attitudes, and, perhaps most importantly, they are super-smart problem-solvers.

We look forward to continuing and strengthening our relationship with your dynamic duo, and kudos to your hiring manager--GREAT HIRES!

To: Student Fiscal Services

From: Haewon Kim, Fiscal Specialist, UW Biostatistics

Re: Live Chat

There is nothing like this anywhere on campus and it makes it so much easier for quick questions.

To: Wayne Sugai, V'Ella Warren, Douglas Breckel,, Christopher Malins, (Treasury) Nancy Treibel (Financial Accounting)

From: Weldon Ihrig (EVP)

Re: UWMC equipment financing completed

Great rates you all keep getting. Your performance is appreciated.

To: The Treasury Office

From: Connie Kravas, UW Regent

Following the above email from Marilyn Montgomery

Ditto the bows to our Treasury colleagues. BRAVO!

To: V'Ella Warren, Jeanne Samura (Treasury, Quality Improvement)

From: Lawrie Robertson. Director, Finance and Administration, Office of the Dean, School of Public Health and Community Medicine

Dean Pat Wahl was very engaged in the meeting with Jeanne and in the end it proved very productive and insightful.

I am extremely impressed with your leadership in seeking a partnership approach to process improvement. In the end, we not only each gain a fuller appreciation of the other's perspectives and challenges; but importantly, it builds a strong sense of ownership and participation in the process outcomes at the end-user level. Thus, win-win...

Thanks to you and your staff for being so open and partnering in your approach to serving the University.

To: V'Ella Warren (Treasury), Judy Petersen(Treasury) and the Treasury Office

From: Marilyn Montgomery, Associate Vice President - Individual Giving Programs, UW, Office of Development & Alumni Relations

I'm always reminded of the superb strategic thinking that emanates from your office when key objectives are at stake, such as the one before us today. As I think back over my 13+ years at UW, I'm reminded of why partnering with Treasury is always a pleasure. We're so pleased that you thought to volunteer the very creative, yet rational, strategy you did today. It will lead to the best possible result both in the short and long term.

To: V' Ella Warren , Judy Peterson (Treasury)

From: Phyllis Wise, Provost

You are truly amazing. I am still a little bit dazed by what you accomplished in record time. Together we were able to put together, present and convince the Regents that the program in Husky Promise and Students First is right and fiscally sound for the UW and will truly allow greater access to a more diverse group of students. Talk about access to excellence, we took an incredible and huge step today.

To: V'Ella Warren (Treasury), Ann Anderson (Controller), Susan Camber (GCA), Tami Sadusky(GCA), Karen Long (Payables), Maureen Rhea (Internal Audit), Kristin Findley (GCA), Kirsten DeFries (GCA)

From: William T. Bakamis, Associate Director, Applied Physics Laboratory, UW

Re: HHS OIG Audit

We too are pleased. Please accept our thanks for the campus team's help. It's very much appreciated here!

To: V'Ella Warren(Treasury), Ann Anderson(Controller), Susan Camber(GCA), Tami Sadusky(GCA), Karen Long(Payables), Maureen Rhea(Internal Audit), Kristin Findley(GCA), Kirsten D DeFries(GCA), Weldon Ihrig (EVP)

From: Phyllis Wise, Regent

Re: HHS OIG Audit (following the above message)

This is indeed great news.

To: V'Ella Warren(Treasury), Douglas W Breckel(Treasury), Ann Anderson (Controller), Ruth Johnston(SFS),

From: Mark Ondrake, Budget/Fiscal Analyst UW, Otolaryngology - Head and Neck Surgery

Keep up your fine efforts, and congratulate all those who moved forward with the purchase of "The UW Tower." That building will be very important 50, 100, and 150 years from now.

To: Lichang Wong

From: Anne Parchman, CTR-SPI AMEDDC, Army contact in Fort Sam Houston

Thanks so much. You are a peach. Don't leave ever, you are the most helpful person at any of the universities.

To: Kyra Worrell(SFS), Michael Fero(Treasury), The New Directions team

From: Bill Ferris, Executive Director of Administration, Office of the Executive Vice President, UW

I thoroughly enjoyed reading this edition of "New Direction"! The humor behind it made it fun to read. I'm attending the Film Noir film series sponsored the Seattle Art Museum this fall, and found the letter from the editor especially well done :)

To: Kyra Worrell, Diane Cooley (SFS)

From: Jean Joichi, Undergraduate Academic Adviser, College of Architecture and Urban Planning, Dept. of Architecture

Last week went by with a whirlwind. I wanted to thank all of you for your participation in our student orientation. Much information was relayed! We appreciate your time and enthusiasm for all of your respective departments. Thank you Kyra for the kind note. I think the staff learned some new things as well as students. We hope to coordinate again at next year's orientation.

To: David Wright, Katherine Wu, Aris Gempesaw (ProCard)

From: Marcelo Collantes, Finance Manager, Department of Laboratory Medicine, UW

I wanted to take a minute and drop you a quick note. We have started increasing the utilization of our Pro Card in Lab Med and have had several request for changes, credit limit increases, etc. Your team has been exceptionally helpful and responsive, they have made using the ProCard very easy and I would like to compliment them on their outstanding service.