

Administrative Unit Name:	

Please complete this Word document and the accompanying Excel workbook (both of which were provided to your unit via email), and submit them to the Office of Planning & Budgeting (OPB) on or before **Thursday, February 1, 2018**.

Please email your materials to Jason Campbell.

Please note that the responses you provide in this Word document will be posted to the OPB website.

1. What is the programmatic vitality of your unit?

Please provide both quantitative and qualitative information, leveraging published materials and <u>previous</u> <u>submissions</u> where possible. In your response to this question, you may wish to include responses to some or all of the following prompts. Please note that these are suggestions, <u>not</u> requirements.

- What are the top 3-5 strategic goals of your unit? Could any of these goals increase expenditures or decrease revenue for other units?
- What is your unit doing to effectively use resources in a way that benefits your unit and/or other units outside of our own?
- Please describe your unit's emerging or changing personnel needs—prompted by changes that either your unit or the institution is facing—and what your unit will do to meet these needs without creating new FTE positions (e.g. redeploying FTE among other functional areas).

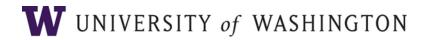
Please respond in 500 words or fewer and please use bullets, rather than dense prose.

Strategic Goals

UW-FA leadership team developed Year-1 and Year-2 implementing objectives to meet Strategic Goals:

1. Create an administrative culture where each individual is empowered, service-oriented, ethical, and accountable.

Build skills/capacity through staff development, succession planning and training	 Baseline/train employees on accountability, ethics, internal controls, compliance, privacy, & risk management Develop/implement succession planning strategy
Engage all staff in continuous improvement	 Prioritize organizational/process improvement efforts— Lean, TAP Increase engagement through Lean and Strategic Consulting Implement robust performance management
Support the University's diversity objectives	Increase campus outreach to increase spend with diverse firms



2. Establish robust financial management based upon people, processes, and systems; a keystone of UW Administration

Align/build financial competencies across UW	 Develop common financial language across UW Deliver core training for finance professionals Implement matrixed accountability strategy Enhance collaboration in designing financial systems and processes
Integrate efficient processes with new systems	 Enhance/streamline key processes—strategic/ operational planning, budgeting, funds management, performance monitoring, forecasting Establish contracting department

3. Implement enterprise systems that are cost-effective, as one of the enabling foundations for UW's success.

Invest in infrastructure	 Support ISC stabilization Complete FT initial planning phase Improve cybersecurity/access management
Advance data-driven environment	 Develop University-wide data strategy Champion data-based decision-making
Integrate efficient processes with new systems	 Streamline processes–UW Connect, FT readiness Complete T2 implementation in Parking Improve compliance areas, e.g., public records requests

4. Drive integrated management as key principle for designing, building and maintaining UW's physical/built and related digital and virtual environments.

	Integrate CPD and FS under VP
Optimize capital resources and physical assets	 Integrate CPD and FS under VP Adopt integrated TCO model for all campus assets Develop multi-year deferred maintenance strategy Improve IT infrastructure/critical system resilience Construct buildings and operate campus to meet carbon reduction goals Participate in University District Partnership Implement Campus Master Plan

5. Develop a high-performing organization that will attract and retain best faculty, staff, and students.

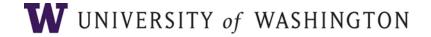
Implement customer-facing processes and systems that drive efficiency	 Improve relationships-stakeholders, process partners, clients Broaden Lean implementation Implement TAP survey feedback in all services; enhance communication, access, visibility
HR specialists are strategic and consultative partners	 Enhance advisory role of HR specialists Implement innovative solutions to workforce challenges: tech-sector competition, compensation, hiring process, promotion opportunity Develop a sustainable funding model for Whole-U Implement structure for career development and succession planning

6. Advance innovative, high-impact strategic initiatives across the University.

Accomplish FT project plan	 Design FT to meet/exceed campus needs, maximizing campus readiness and collaboration Incorporate HR/P lessons learned into FT planning
Explore opportunities to advance innovation across UW administrative enterprise	 Leverage in-house expertise to enhance strategic planning, organizational design, and process improvement Leverage Lean maturity
Support TAP objectives	 Expand role of ambassadors; enhance use of TAP Survey; conduct focus groups, deep-dive analysis, targeted improvement efforts; implement action-plan model Develop a culture of service and communities of practice
Develop new approaches to developing revenues, reducing cost, and generating cash	Explore new financial structures, leveraging assets, sharing control, and divesting assets

Resource Utilization

- Improved financial transparency, from operating forecasts to cash availability and debt capacity.
- Developed new debt and capital strategies resulting in confirmation of UW's credit rating.
- Restructured CPD, realigning revenues and costs, and increasing the focus on planning.
- Reorganized Finance (3 AVPs) and recruited VP-Finance; restructured UW-HR; recruited UW-IT VP; initiated consolidation of CPD and Facilities Services under VP-Facilities.
- Managed the approval of FT to move forward to Readiness.
- Initiated efforts to develop a deferred maintenance strategy.



- Expanding Lean across UW-FA and campus units to reduce process waste.
- Managed the stabilization of the ISC (ongoing).
- Streamlining service catalogs: UW-IT, Transportation, Records.
- Revitalized Business Equity.

Emerging and Changing Personnel Needs

- Salaries/benefits increasing in the current regional economy, resulting in hiring and retention issues.
- Increasing compliance/risk-management burden.
- Balancing operating and improvement efforts.
- Increasing use of reserves to fund one-time projects.
- Commitment to redeploy 1% of operating costs from lower to higher priority initiatives.