

# **FY15**

# **Performance Report**

(July 1, 2014 - December 31, 2014)

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**Division of Business Services**

February 19, 2015

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# **VCFA Strategic Priorities**

## **VCFA Strategic Priority 1: EID**

The planned initiatives to support the VCFA's strategic priority of Engagement, Inclusion and Diversity (EID) were submitted in the division's EID Plan in December 2014.

## **VCFA Strategic Priority 2: Student Leadership Development**

**(1) Division goal/objective statement:** Conduct initial WiGrow conversations with all new student employees in the Division of Business Services within 45 days of employment start dates. In FY14 (first year of participation), the average number of days between the first day on the job and the initial WiGrow conversation for student employees was 228 days.

**Baseline measure:** In FY14, 6.25%, or two out of 32 student employees in the division, received their initial WiGrow conversation within 45 days of employment.

**Performance target:** 100% of the division's new student employees will receive their initial WiGrow conversation during their first 45 days of employment.

**Milestones accomplished:**

- In the first half of FY15, 62% (13/21) of new student employees had their initial WiGrow conversations within 45 days of employment.
- All 21 new student employees were welcomed with an email within two weeks of arrival explaining the WiGrow Program.
- An action plan was developed in August 2014 to outline the support student supervisors would receive for meeting this goal.
- A communication was sent to all student supervisors in September 2014 containing the action plan and materials so they are prepared for conversations.
- In December 2014, WiGrow information and materials have been posted on the division's intranet site.
- Monthly email reminders were sent to supervisors notifying them of 45-day target dates for all new student hires.

**Future milestones:**

- Conduct all first conversations with the 8 remaining students hired in November/December 2014 during the first two weeks of Spring semester - by January 2015.
- Clearly communicate the action plan and timeline to student supervisors for March/April 2015 conversations and ensure continued 100% student participation in the WiGrow Program - by March 2015.
- Continue to reach out to all new Business Services student employees within two weeks of their start dates to introduce them to the WiGrow Program - ongoing.
- Train all new student supervisors in the Red Folder and WiGrow Programs - ongoing.

**(2) Division goal/objective statement:** Increase the number of student employees that moderately or strongly agree with the following WiGrow survey statement, *"My supervisor helps me make connections between my current work and my academic pursuits."*

**Baseline measure:** In FY14, 75% of student employees in Business Services moderately or strongly agreed with the survey statement.

**Performance target:** In FY15, 80% of the student employees in Business Services will moderately or strongly agree with the survey statement.

**Future milestones:** The Spring student and supervisor surveys are scheduled for distribution in April 2015, and results will be analyzed when available.

- (3) Division goal/objective statement:** Increase the number of student employees that moderately or strongly agree with the following WiGrow survey statement, *“My supervisor helps me see connections between skills gained/used in my current work that are transferable to a future occupation.”*

**Baseline measure:** In FY14, 87% of student employees in Business Services moderately or strongly agreed with the survey statement.

**Performance target:** In FY15, 90% of the student employees in Business Services will moderately or strongly agree with the survey statement.

**Future milestones:** The Spring student and supervisor surveys are scheduled for distribution in April 2015, and results will be analyzed when available.

### VCFA Strategic Priority 3: Resource Allocation through Process Improvement

- (1) Division goal/objective statement:** Improve the process for capital equipment inventory tracking and valuation. The current process does not adequately ensure that capital equipment is accurately tracked physically from the point of purchase through disposal. Additionally, it is uncertain if the capital equipment is appropriately valued or depreciated in the University’s financial records. Although process efficiencies will be considered when recommending changes, the primary objective of this process improvement project is to eliminate errors.

**Baseline measure:** There currently is not a well-defined process for capital inventory tracking and valuation, therefore baseline measures do not exist.

**Target performance indicator:** Performance indicators for FY15 will be the completion of identified milestones within schedule (see below).

**Milestones accomplished:**

- Project charter was finalized and project was kicked off in August 2014.
- Internal review of capital equipment inventory system (CEIMS) reporting capabilities was completed in September 2014.
- Current capital equipment inventory process mapped from point of purchase through disposal in September 2014.
- Measured compliance rates and identified process problems that required solutions in September 2014.
- Assessed capabilities of information technology solutions (e.g., PeopleSoft module) to accurately track and report capital equipment inventory in October 2014.

**Future milestones:**

- Develop solutions and control plan recommendations - by January 2015.
- Report recommendation to project sponsors - by January 2015.
- Create sub-teams to pursue implementation of the process improvements recommended by the project team - by March 2015.

## **Division Strategic Priorities & Goals - Overview**

The Division of Business Services supports UW-Madison's institutional responsibilities of higher education and research through the delivery of business services to campus. The division's service areas are accounting, purchasing, materials distribution and surplus, internal audit, risk management, and student account, payment and loan services.

Services have historically focused on compiling data and processing transactions. While these services are essential, last fiscal year (FY14), the division began a transformation. As a central unit, the division is expanding its role to position itself at the forefront of managing and coordinating business functions and services across campus. In order to do so, the division will need to develop the infrastructure and staff capabilities to assess and oversee financial internal controls, prepare financial reports for internal and external constituencies, identify and mitigate risk, and advance strategic sourcing.

In FY15, the division will continue to strive towards five long-term strategic priorities (highlighted in red below). For the FY15 Annual Plan, the division will measure performance for a total of twelve goals related to four of the strategic priorities:

### **Division Strategic Priority 1: Cultivate a Quality Workforce**

#### **Division Strategic Priority 2: Serve as an Effective Campus Partner**

**Goal:** Maintain a Timely Aggregate Average Purchase Order Processing Cycle

**Goal:** Maintain the Timely Re-Delivery of Packages Received Centrally

#### **Division Strategic Priority 3: Ensure Financial Integrity and Preservation of Campus Assets**

**Goal:** Improve the Property and Liability Claim Process

**Goal:** Formalize a Campus Workers Compensation Return-to-Work Program

**Goal:** Improve Data and Information to Clients on Identified Risks in Internal Audit Reports

**Goal:** Reduce Travel Expense Report Processing Time

**Goal:** Increase the Number of Vendors Paid by ACH

**Goal:** Increase Electronic Cash Receipts

**Goal:** Develop a Campus Financial Internal Control Framework

#### **Division Strategic Priority 4: Promote Strategic Sourcing and Demand Management**

**Goal:** Increase E-Commerce Transactions

**Goal:** Increase Managed Spend

#### **Division Strategic Priority 5: Enrich the Student Experience**

**Goal:** Increase E-Refund Payments to Students

It is important to note that many of the division's goals are strategic in nature and will require the cooperation of campus partners, stakeholders and customers in order to be successful. They also relate to the division's transformation to a central unit at the forefront of managing and coordinating business functions and services across campus and, therefore, will involve a significant paradigm shift. Other goals are operational and are aimed at monitoring and improving the division's existing functions and processes.

Finally, in keeping with the VCFA's mission and strategic priority of resource stewardship, all of the goals are intended to enhance services and result in administrative cost savings from more efficient operations.

Division Strategic Priorities & Goals - Summary Chart

Priority	Goal/Objective	Baseline Measure	Performance Target	Qtr 1 Actuals	Qtr 2 Actuals	Qtr 3 Milestones	Qtr 4 Milestones
Serve as an Effective Campus Partner	Maintain a Timely Aggregate Average Purchase Order Processing Cycle	5.0 Avg Business Days	5.0 Avg Business Days	4.9 Avg Business Days	3.7 Avg Business Days	- Reach out to peers for benchmarking statistics.	
(same as above)	Maintain the Timely Re-Delivery of Packages Received Centrally	Avg of 5.9 Hours per Package	Less than Avg of 8 Hours per Package	4.7Avg Hours per Package	6.8 Avg Hours per Package	- Use data from package tracking to evaluate routes, employee workload and capacity, and operational efficiencies for MDS and campus. - Measure performance quarterly.	
Ensure Financial Integrity and Preservation of Campus Assets	Improve the Property and Liability Claims Process	Liability Claims: Avg 92 Days  Property Claims: Avg 130 Days	Liability Claims: Avg 60 Days  Property Claims: Avg 60 Days	Liability Claims: Avg 47 Days  Property Claims: Avg 64 Days	Liability Claims: Avg 42 Days  Property Claims: Avg 53 Days	- Finalize check handling procedures. - Perform campus customer survey.	- Enhance prompt reporting of property claims. - Review insurance structure.
(same as above)	Formalize a Campus Workers Compensation Return-to-Work Program	Do Not Currently Exist	Completion of Milestones	- Developed metrics to track return to work efforts		- Establish effective campus communication process. - Provide overview of Return to Work program benefits to campus leaders.	- Develop and distribute WC loss claim reports to campus units on a quarterly basis. - Develop employee safety and wellness program.
(same as above)	Improve Data and Information to Clients on Identified Risks in Internal Audit Reports	Do Not Currently Exist	20% of Audit Recommendations have Relevant Data and Information Incorporated	- No relevant data provided for first half		- Revision of standard COSO audit report to identify where data can be quantified.	

Priority	Goal/Objective	Baseline Measure	Performance Target	Qtr 1 Actuals	Qtr 2 Actuals	Qtr 3 Milestones	Qtr 4 Milestones
(same as above)	Reduce Travel Expense Report Processing Time	11% over 60 days	5% over 60 days	11.5% over 60 days	7.8% over 60 days	- Establish 60-day time limit for submission of travel expense reports. - Develop compliance monitoring processes.	- Monitor trends in travel expense reimbursement submissions.
(same as above)	Increase Number of Vendors Paid by ACH	0.02% Paid by ACH	10% Paid by ACH	0.26% Paid by ACH		- Convert second pilot group of vendors to ACH.	- Convert balance of targeted vendors to ACH.
(same as above)	Increase Electronic Cash Receipts	88% of Total Cash Receipts	90% of Total Cash Receipts	88% of Total Cash Receipts		- Develop and implement electronic receipt options.	- Implement three additional campus sites for electronic check receipting. - Evaluate potential for more campus-wide centralization of receipts.
(same as above)	Develop a Campus Financial Internal Control Framework	Do Not Currently Exist	Completion of Milestones	- Business Services website has been updated with complete information about the internal controls initiative. - Launched first internal controls process improvement project (Capital Equipment Inventory Tracking and Valuation). - Partnered with PwC to complete the review and analysis of campus financial data, audit reports, SOD for relevant IT systems, and results of interviews with campus financial leaders and staff. - Partnered with PwC to identify major risk themes present on campus. - Developed a communication strategy to close the loop with financial leaders and build consensus. - Finalized and prioritized financial and administrative processes most critical to effective financial internal controls. - Finalized assessment tools and risk matrices for use during process improvement projects. - Performed a 100% capital equipment inventory of 6 of the largest departments representing 56% of net book value and Federally funded equipment.		- Launch other process improvement projects.	-Begin drafting a financial internal control framework for UW-Madison. - Develop additional metrics to measure progress.
Promote Strategic Sourcing and Demand Management	Increase E-Commerce Transactions	35.4% E-Commerce Transactions	40% E-Commerce Transactions	36.3% E-Commerce Transactions	33.1% E-Commerce Transactions		- Two additional vendors will be enabled. - Core stock items will be available through the Shop@UW interface.
(same as above)	Increase Managed Spend	73.8% of Addressable Spend (Reset Baseline)	80% of Addressable Spend	69% of Addressable Spend	66.8% of Addressable Spend	- Identify opportunities to move non-contract expenditures to existing or new contracts. - Methodology to define and measure managed spend will be finalized. - Develop pilot project to update employer ID numbers in the purchasing system.	
Enrich the Student Experience	Increase E-Refund Payments to Students	45.96% E-Refund Payments	56% E-Refund Payments	57.68% in first half		- Conduct 3 training sessions at SOAR.	

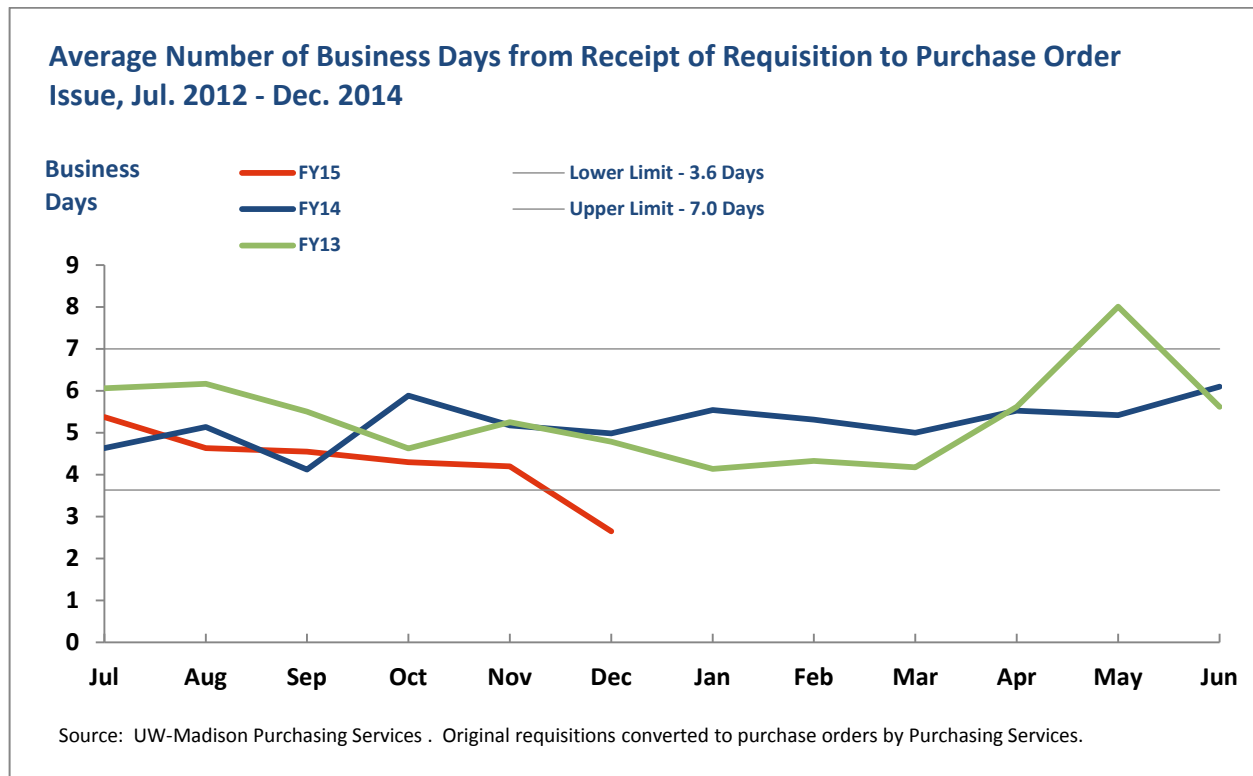
## Division Strategic Priority 2: **Serve as an Effective Campus Partner**

### **Goal:** Maintain a Timely Aggregate Average Purchase Order Processing Cycle

**Baseline Measure:** In FY14, Purchasing Services staff converted purchase requisitions into purchase orders in an average of 5.0 business days.

**Performance Target:** Maintain the average of 5.0 business days.

**Illustration:**



#### **Milestones Accomplished:**

- Responsibility for running the query was transferred to the Data Analytics team in Purchasing Services.
- An analysis of the data revealed opportunities to improve and refine the query, eliminating duplicate entries that could skew results.

#### **Future Milestones:**

- Reach out to peers for benchmarking statistics - by January 2015.
- Communicate performance to staff quarterly - ongoing.

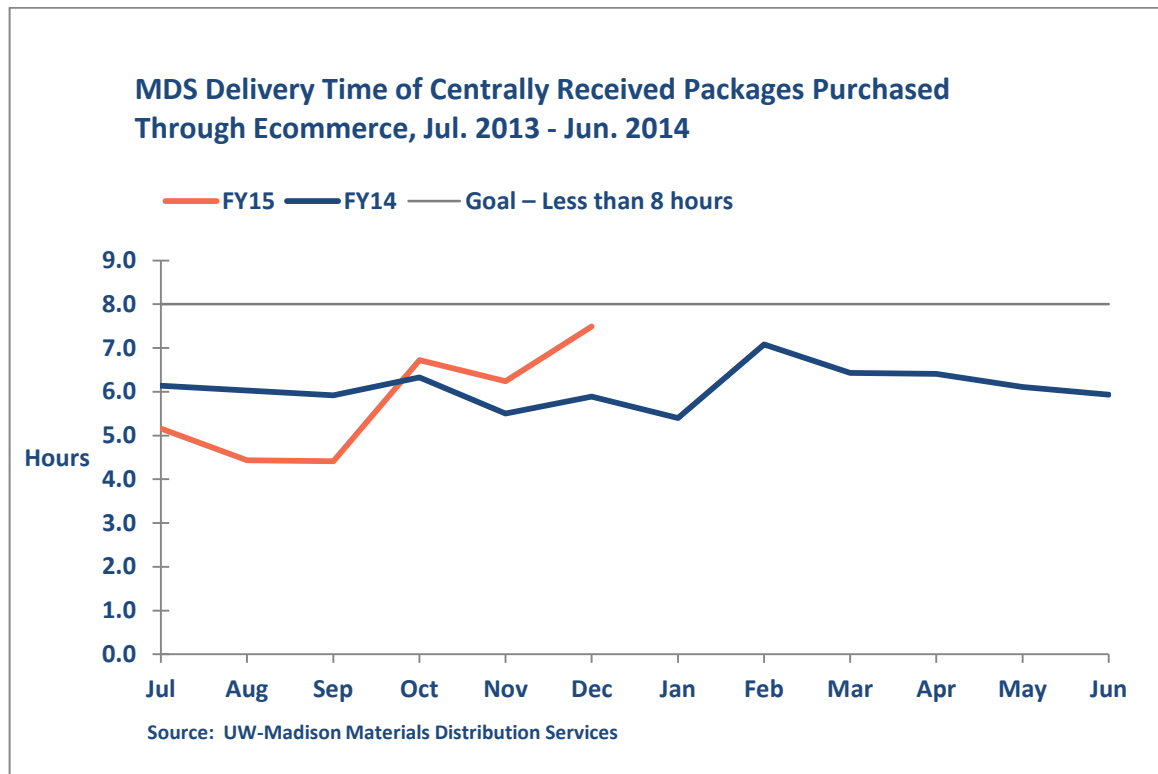
## Division Strategic Priority 2: **Serve as an Effective Campus Partner**

### Goal: Maintain the Timely Re-Delivery of Packages Received Centrally

**Baseline Measure:** In FY14, the average delivery time was 5.9 hours per package.

**Performance Target:** Maintain a level of timeliness for package re-delivery of less than an average of 8 hours per package.

#### **Illustration:**



	Q2FY15	Q1FY15	FY14
Number of packages	43,500	47,300	181,900
Average Delivery time in hours	6.8	4.7	5.9

#### **Milestones Accomplished:**

- Responsibility for running the query was transferred to the Data Analytics team in Purchasing Services.
- MDS is now fully staffed for drivers and this has positively impacted delivery timeliness.

#### **Future Milestones:**

- Use data from package tracking to evaluate routes, employee workload and capacity, and operational efficiencies for MDS and campus - by March 2015.
- Scanners will be replaced to maintain the ability to measure timeliness - by June 2015.
- Measure performance quarterly - ongoing.

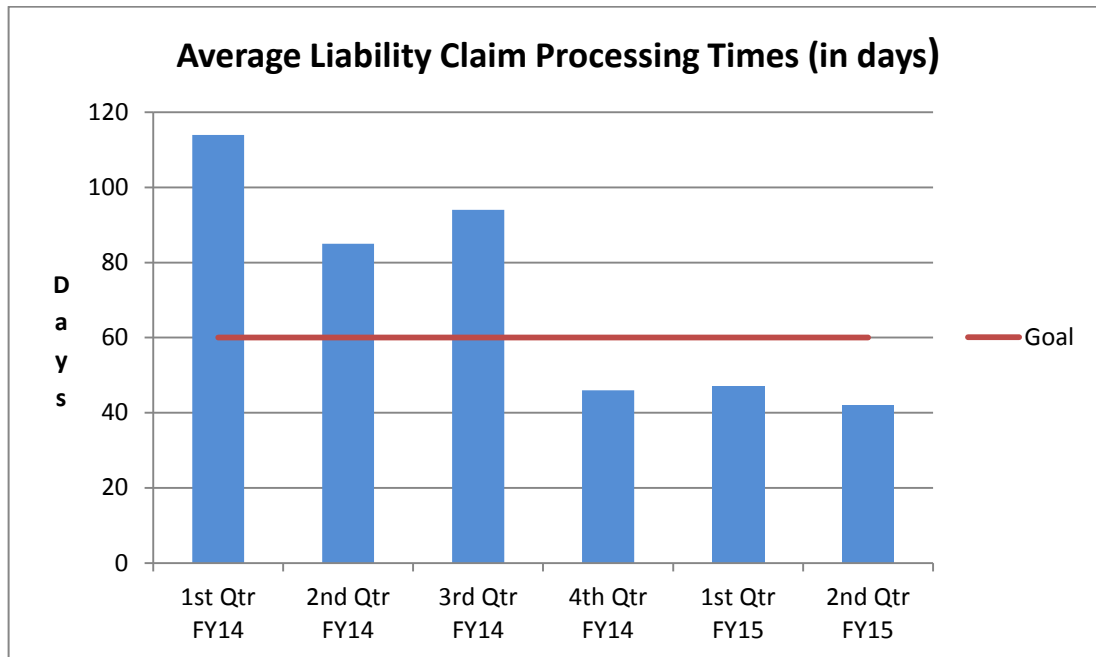
## Division Strategic Priority 3: **Ensure Financial Integrity and Preservation of Campus Assets**

### **Goal: Improve the Property and Liability Claim Process**

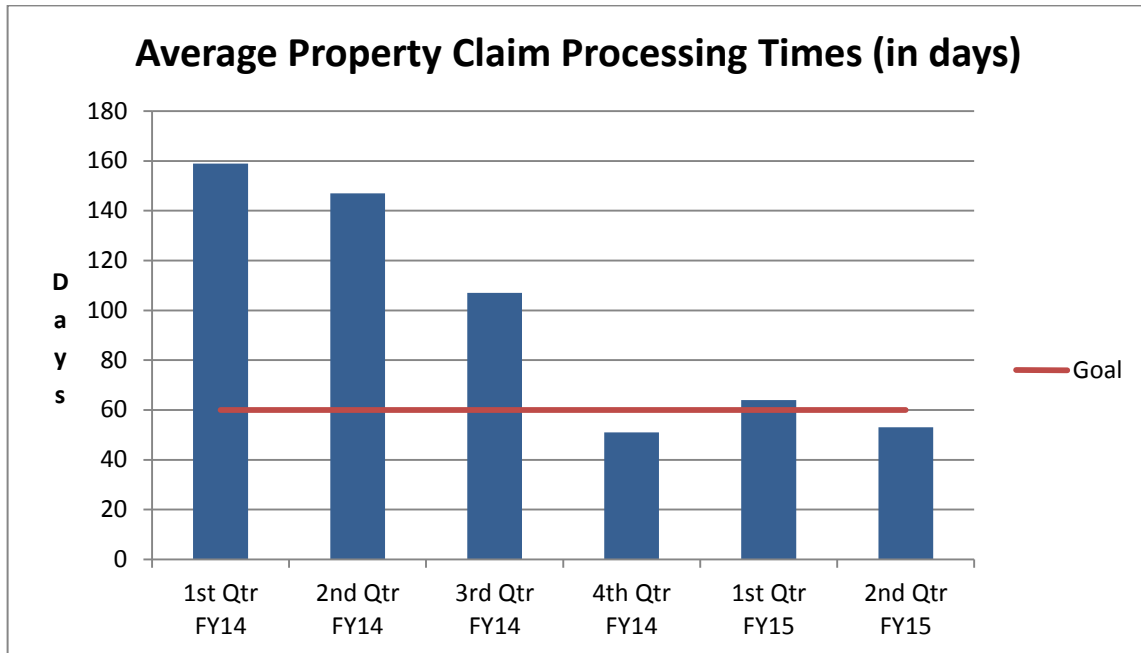
**Baseline Measure:** The baseline for processing liability claims is an average of 92 days, and baseline for processing property claims is an average 130 days, which represents the experience in FY14.

**Performance Target:** Less than an average of 60 days for both liability and property claims.

**Illustration:**



Liability Claims		
Qtr / FY	Avg Processing Times (in days)	Claims Paid
1 <sup>st</sup> Qtr FY14	114	\$21,709
2 <sup>nd</sup> Qtr FY14	85	\$34,058
3 <sup>rd</sup> Qtr FY14	94	\$25,497
4 <sup>th</sup> Qtr FY14	46	\$5,203
1 <sup>st</sup> Qtr FY15	47	\$5,387
2 <sup>nd</sup> Qtr FY15	42	\$5,152



Property Claims		
Qtr / FY	Avg Processing Times (in days)	Claims Paid
1 <sup>st</sup> Qtr FY14	159	\$ 46,147
2 <sup>nd</sup> Qtr FY14	147	\$ 46,829
3 <sup>rd</sup> Qtr FY14	107	\$ 22,276
4 <sup>th</sup> Qtr FY14	51	\$ 4,331
1 <sup>st</sup> Qtr FY15	64	\$ 45,910
2 <sup>nd</sup> Qtr FY15	53	\$ 9,267

#### Milestones Accomplished:

- Began discussions with FP&M to enhance the prompt reporting of claims.
- Began discussions with DOA regarding a review of current claim methodologies.
- Worked with Accounting Services to streamline the check handling process.

#### Future Milestones:

- Finalize check handling procedures to incorporate scanning of check and minimize the handling of checks - by March 2015.
- Perform a campus customer survey to determine early targets of opportunity for improvement - by March 2015.
- Formalize timeline with DOA Risk management to review current claim handling methodologies - by April 2015.
- Review the relevancy of the current property and liability insurance structure - by April 2015.

## Division Strategic Priority 3: **Ensure Financial Integrity and Preservation of Campus Assets**

### **Goal: Formalize a Campus Workers Compensation Return-to-Work Program**

**Baseline Measure:** Baseline measures do not currently exist.

**Performance Target:** Performance targets for FY15 will be the full completion of identified milestones within schedule (see below).

#### **Milestones Accomplished:**

- Worked with the Office of Administrative Process Redesign (APR) to:
  - Develop snapshot metrics to effectively monitor return-to-work efforts on campus.
  - Hold meetings with FP&M's Department of Environmental, Health and Safety and Occupational Health to develop a safety and employee wellness program.

#### **Future Milestones:**

- Continue to work with the Office of Administrative Process Redesign (APR) to:
  - Establish an effective communication process across campus to ensure all stakeholders have an understanding of the value of an effective return-to-work program - by March 2015.
- Provide an overview of a return-to-work program benefits to campus leaders that includes historic costs of claims so they have an understanding of the potential cost savings of a return-to-work program - by April 2015.
- Develop and distribute workers compensation loss reports to include cost of claims, types of claims and potential modified duty claims to campus units on a quarterly basis - by April 2015.
- Study the relevancy of the creation of a transitional duty cost center to offset budget constraints in campus units - by April 2015.
- Work with FP&M's Department of Environmental, Health and Safety and Occupational Health to develop a safety and employee wellness program that minimizes worker injury exposures - by June 2015.

### Division Strategic Priority 3: **Ensure Financial Integrity and Preservation of Campus Assets**

#### **Goal: Improve Data and Information to Clients on Identified Risks in Internal Audit Reports**

**Baseline Measure:** This is a new initiative and comparable data is not available, therefore no baseline measures exist.

**Performance Target:** 20% of audit recommendations have relevant data incorporated in the report.

**Illustration:**

Fiscal Year 2015 Completed Audit Reports		Number of Recommendations	Data Recommendations
1	NCAA Compliance	0	0
2	COE - Civil and Environmental	24	0
3	COE - Chemical and Biological	23	0

**Future Milestones:** Internal Audit is in the process of revising the standard COSO Audit report in a new manner to better present findings where the data can be appropriately quantified - by June 2015.

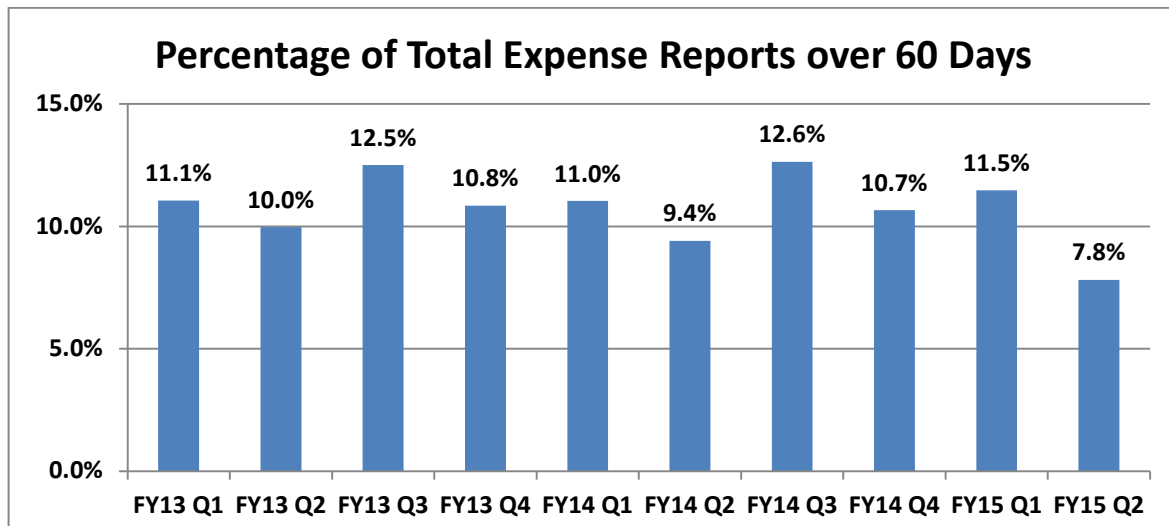
## Division Strategic Priority 3: **Ensure Financial Integrity and Preservation of Campus Assets**

### **Goal: Reduce Travel Expense Report Processing Time**

**Baseline Measure:** Expense reports processed in over 60 days averaged 11% in FY14 (from the time travel concluded to submission of the expense report by the traveler).

**Performance Target:** Less than a 5% of expense reports processed in over 60 days.

**Illustration:**



#### **Milestones Accomplished:**

- Although the percentage of expense reports submissions over 60 days for FY15 Q2 are the lowest of the last three years, it is not yet indicative of a trend towards improved submissions. The improved trend may partly reflect the easier submission process travelers are experiencing with 40% using the guided expense tool (GET), a continued increase in GET usage from 37% FY15 Q1.

#### **Future Milestones:**

- Develop compliance monitoring using system data extracts - by March 2015.
- Evaluate the introduction of a policy for UW-Madison to establish 60-day time limit requirements for submission of travel expense reports (the timing of this milestone may be delayed subject to the experience related to adoption of the new UW System managed travel program requirements) - by April 2015.
- Launch policy and monitor for effectiveness and improved trends in submission - by June 2015.

## Division Strategic Priority 3: Ensure Financial Integrity and Preservation of Campus Assets

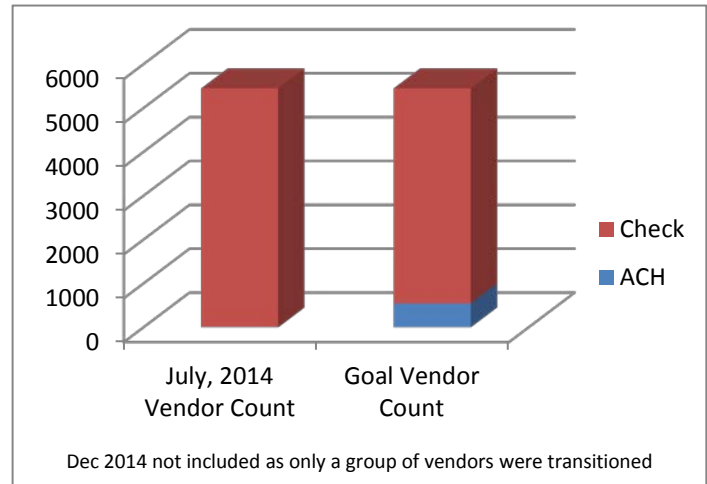
### Goal: Increase the Number of Vendors Paid by ACH

**Baseline Measure:** At the end of FY14, there were 0.02% of purchase order contract vendors paid by ACH (1/5447).

**Performance Target:** By the end of FY15, increase the number of purchase order contracted vendors receiving payment by ACH to 10% (546/5447).

#### Illustration:

Payment Method	July 2014 Vendor Count	Jan 2015 Vendor count	Goal Vendor Count
ACH	1	14	546
Check	5446	5433	4901
Total	5447	5447	5447



#### Milestones Accomplished:

- Tested and implemented automated ACH email remittance process.
- Pilot group of 13 vendors were identified and converted to ACH such that the vendor count for ACH amounted to 0.26% (14/5447) as of January 2015.
- Implemented nightly automated reports identifying ACH Vendor payments.
- Created on-demand ACH vendor tracking reports.
- Engaged with UWSA to discuss the ACH process and related internal control considerations. This resulted in identifying additional protocols needed to get vendor approval so that UW-Madison could independently validate vendor payee with their financial institution prior to disbursing funds via ACH.
- Identified second list of 33 vendors who have requested payment via ACH.

#### Future Milestones:

- Engage with Purchasing to communicate progress towards conversion of selected vendors from check payment to ACH and ensure their concerns are addressed - by March 2015.
- Finalize vendor validation approval documentation to be completed by vendor payee for vendor validation with their financial institution prior to disbursing funds via ACH, and finalize and implement ACH account validation internal control process - by March 2015.
- Convert second pilot group of 33 vendors to ACH - by March 2015.
- Convert balance of targeted vendor population to ACH payments - by June 2015.

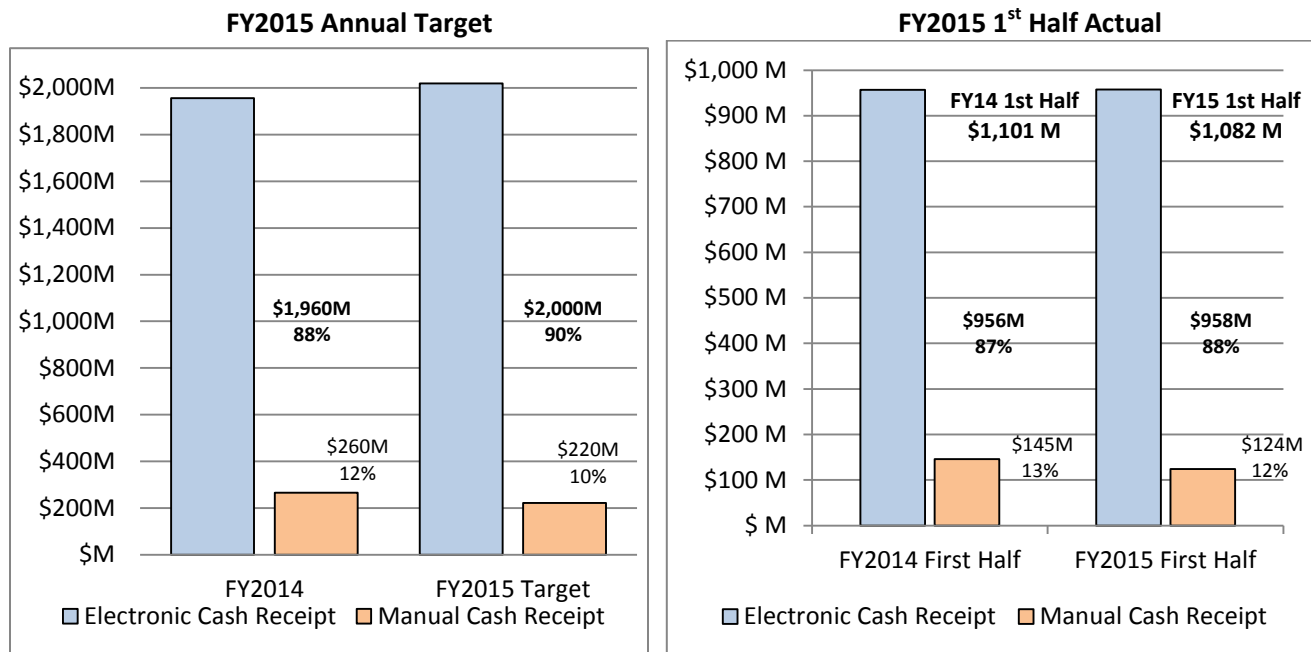
## Division Strategic Priority 3: Ensure Financial Integrity and Preservation of Campus Assets

### Goal: Increase Electronic Cash Receipts

**Baseline Measure:** In FY14, electronic cash receipts were \$1.96 billion out of \$2.2 billion, or approximately 88% of total cash receipts.

**Performance Target:** Increase the dollar value of electronic cash receipts to \$2 billion during FY15, or 90% of total cash receipts.

#### Illustration:



#### Milestones Accomplished:

- Total receipts of \$1,082 million included \$124 million of manual receipts, which was \$11 million or 1% lower as a percent of total compared to the 1<sup>st</sup> half of FY14, which accounted for the lower total FY15 year-to-date receipts.
- Developed reports on manual paper receipting by campus unit.
- Communicated to campus expectations to deposit receipts within one week along with options for increasing their electronic deposits.
- Held interviews and four campus unit site visits to identify which would benefit most from electronic receipting.
- Internal status reports are being maintained on progress for implementing electronic receipting options.
- Six additional instances initiated on campus to allow for electronic receipting using on-site check scanners in place of depositing manual receipts using armored car services.

#### Future Milestones:

- Continue to work with campus unit to develop and implement electronic receipt options, emphasizing units receiving manual deposits in excess of \$1 million annually - by March 2015.
- Implement three additional campus sites for electronic check receipting - by June 2015.
- Evaluate potential for more campus-wide centralization of receipts - by June 2015.

## Division Strategic Priority 3: **Ensure Financial Integrity and Preservation of Campus Assets**

### **Goal: Develop a Campus Financial Internal Control Framework**

**Baseline Measure:** Baseline measures do not currently exist.

**Performance Target:** The completion of identified milestones within schedule.

**Milestones Accomplished:**

- Updated the Business Services internal controls website with complete information about the initiative, including timelines and status reports, campus communication efforts, COSO information, FAQs and feedback opportunities for stakeholder engagement.
- Launched the first internal controls process improvement project (Capital Equipment Inventory Tracking and Valuation).
- In partnership with PriceWaterhouseCoopers (PwC), completed the review and analysis of campus financial data, audit reports, separation-of-duties (SOD) for relevant IT systems, and the results of interviews with campus financial leaders and staff.
- In partnership with PwC, identified the major risk themes present on campus.
- Developed a communication strategy to close the loop with financial leaders and build consensus across campus.
- Finalized and prioritized the financial and administrative processes most critical to effective financial internal controls.
- Finalized the assessment tools and risk matrices for use during process improvement projects.
- Performed a complete capital equipment inventory of six of the largest departments representing 56% of the net book value of federally funded equipment. The inventory is in the process of completion; below are the results to-date:

#	Department	# of items	# found in same location	# found in new location	# not found	# remain to find
1	L&S - Physics	13,498	8,504	1,452	-	3,542
2	VCGRE - Space Science & Engineering Center	1,297	1,208	75	14	-
3	CALS - Biochemistry	966	815	141	10	-
4	L&S - Chemistry	2,106	1,755	84	-	267
5	COE - Engineering Physics	857	594	260	3	-
6	School of Pharmacy	376	333	40	3	-
	<b>TOTAL</b>	<b>19,100</b>	<b>13,209</b>	<b>2,052</b>	<b>30</b>	<b>3,809</b>
	<b>% of TOTAL</b>	<b>100%</b>	<b>69%</b>	<b>11%</b>	<b>&lt;1%</b>	<b>20%</b>

**Future Milestones:**

- Develop and finalize a campus internal controls project structure and framework - by February 2015.
- Develop and implementation strategy and timeline for a campus-wide internal control improvements - by March 2015.
- Begin launching, in priority order, financial process improvement projects - by March 2015.

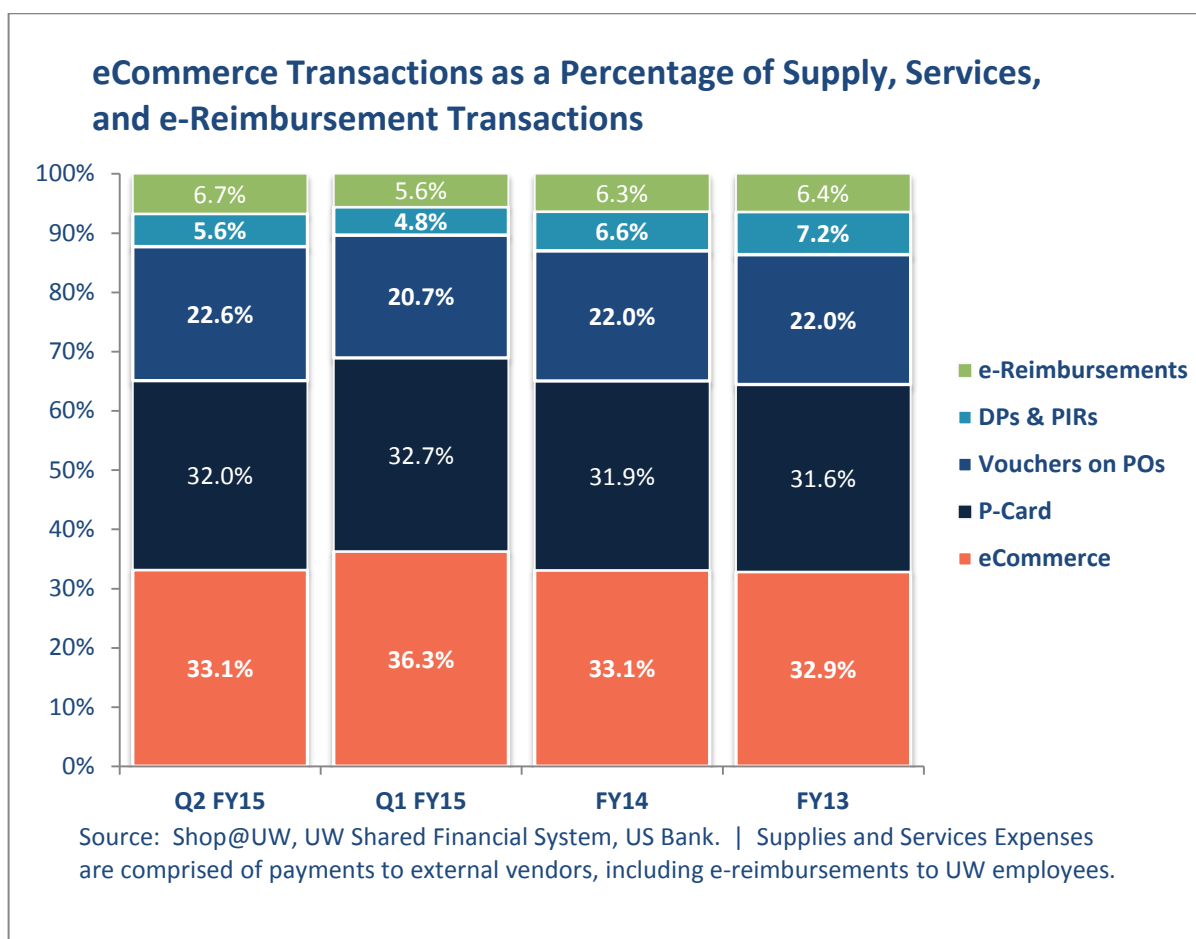
## Strategic Priority 4: Promote Strategic Sourcing and Demand Management

### Goal: Increase E-Commerce Transactions

**Baseline Measure:** At the end of FY14, e-commerce transactions totaled 35.4% of all payment transactions for non-payroll expenditures.

**Performance Target:** The performance target for FY15 is 40% of all payment transactions for non-payroll expenditures.

#### Illustration:



#### Milestones Accomplished:

- Enabled three new vendors on Shop@UW: Unisource Worldwide, Rainin and Newark Element14. Unisource Worldwide provides janitorial supplies to campus. Rainin provides advanced pipette solutions for life science researchers. Newark Element14 provides technology products, services and solutions for electronic system design, maintenance and repair.

#### Future Milestones

- Eppendorf will be enabled - by January 2015.
- Roche Diagnostics Corporation will be enabled - by April 2015.
- Core stock items will be available through the Shop@UW interface - by April 2015.

## Strategic Priority 4: Promote Strategic Sourcing and Demand Management

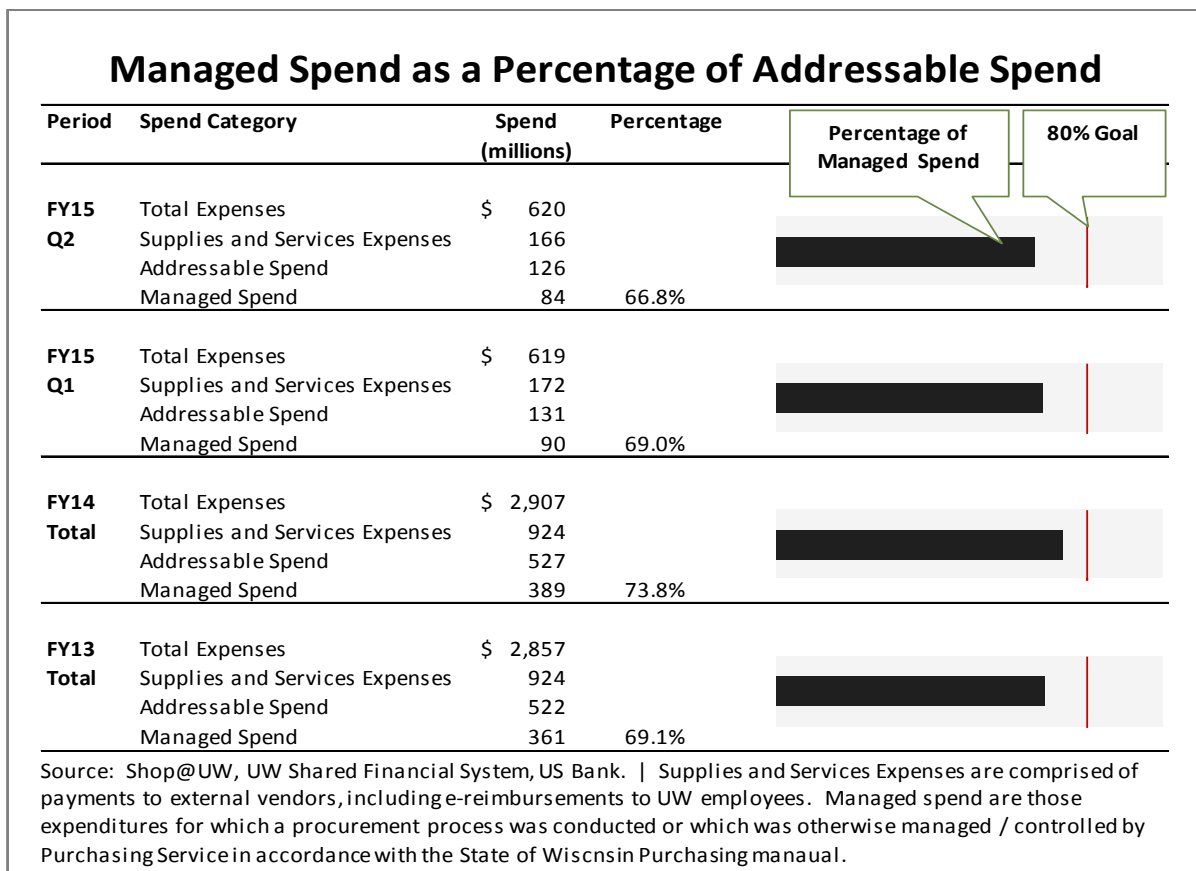
### Goal: Increase Managed Spend

**Baseline Measure:** Managed spend amounted to 73.8% of addressable spend in FY14. [Reset Baseline]

**NOTE:** The baseline was reset after further discussion about the methods to calculate addressable and managed spend. E-reimbursements are now included addressable spend, which added approximately \$27.1 million to addressable spend in FY14, dropping the managed spend percentage to 73.8%.

**Performance Target:** Managed spend that amounts to 80% of addressable spend in FY15.

**Illustration:**



### Milestones Accomplished

- Responsibility for running the query was transferred to the Data Analytics team in Purchasing Services.
- Repeatable protocols were developed to measure addressable and managed spend. The Data Analytics team developed draft documentation that defines managed spend, the expenses that comprise managed spend, and the technical process for querying the data.
- Purchasing Services worked with Accounting Services on a calculation for total expenses to tie to the general ledger.
- P-card data migrated from PVS Net to AccessOnline. An evaluation of the AccessOnline data shows potential for better categorization of expenditures.
- The data analyst has developed queries that can link suppliers across data sources.

**Future Milestones**

- The methodology to define and measure managed spend will be finalized - by February 2015.
- A pilot project will be developed to update employer ID numbers in the purchasing system to link vendors for a more thorough analysis of managed and addressable spend - by March 2015.
- Additional opportunities will be identified to move non-contract expenditures to existing or new contracts - by June 2015.

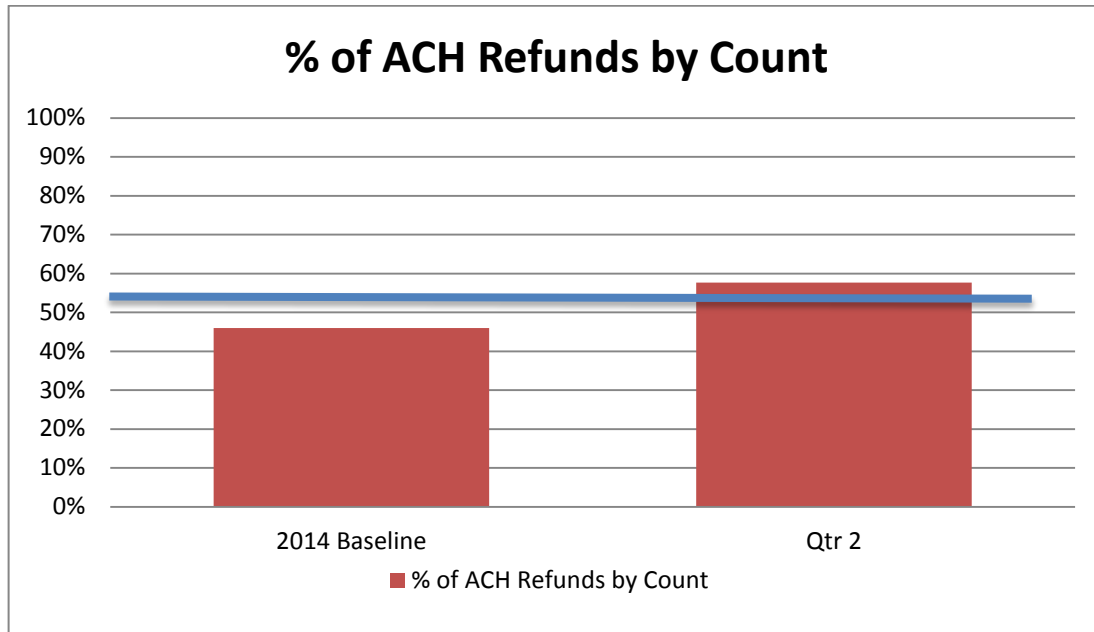
## Priority 5: Enrich the Student Experience

### Goal: Increase E-Refund Payments to Students

**Baseline Measure:** The baseline measure for eRefund payments is 45.96%, which is the data point at the end of FY14.

**Performance Target:** The performance target for FY15 is 56% of refund payments disbursed by eRefund.

#### Illustration:



#### Milestones Accomplished:

- For the first half of FY15, 57.68% student refunds were processed as eRefunds.
- A sign up link was provided to students from the MyUW portal.
- Communications were sent to all students on campus to encourage sign up for eRefund prior to the first refunds for the Fall and Spring terms.
- Bursar's Office staff presented information about eRefunds to parents and students in the *How to Pay* sessions for incoming freshmen and transfer students at SOAR sessions. A total of 22 training sessions were completed through September 2014.
- The Bursar's Office partnered with the Office of Financial Aid to encourage students to sign up for eRefunds as the final step in their financial aid application.
- Promotional materials are included in envelopes with all paper refund checks mailed to students.
- Students needing a reissue of a lost or stale paper check are provided additional instructions and information about the benefits of signing up for eRefund.

#### Future Milestones:

- Communications will be sent to all students on campus to encourage sign up for eRefund prior to the first refunds for the Spring term - by January 2015.
- Bursar's Office staff will present information about eRefunds to parents and students in the *How to Pay* sessions for incoming freshmen and transfer students at the upcoming SOAR sessions - by January 2015.