**Financial Accounting**

**University of Washington**

**Operational Performance Dashboard**

**As of March 2010**

**FY 2010 Quarter 3 (Jan-Mar 2010)**

**Financial Accounting’s Mission**

*To provide financial reporting, consulting, trouble-shooting and education to the University community as well as maintain the integrity and credibility of the University’s financial accounting system.*

**Our key processes include:**

*Customer Service to Campus and Central Offices Manage Financial Information*

*Annual Financial Reporting Process Journal Vouchers*

*Manage Field Advances Manage Revolving Funds*

*Manage UW Operating Bank Account Process Non PO Related Wire and ACH Payments*

*Perform and Review Significant UW GL Reconciliations Use Resources Efficiently*

*Develop Staff*

*Prepared May, 2010*

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| FINANCIAL ACCOUNTINGUniversity of Washington - Operational Performance DashboardFY 2010 Quarter 3 (Jan-Mar 2010): Prepared: May, 2010 | | | | | | | | | |
| **CUSTOMER** | | | | | FINANCIAL | | | | |
|  | **Measure** | **Current**  **Output**  **Measure** | **Target** | **Gap**  **(Target-**  **Output)** |  | **Measure** | **Current**  **Output**  **Measure** | **Target** | **Gap**  **(Target-**  **Output)** |
|  | 1. Annual Report completion – processes completed earlier (later) than target timetable |  |  |  |  | 1. Dollar amount of agency accounts with debit balances. | $1,877 | $1,000 | **$(877)** |
| 1. Closing university records | 3 | 0 | No Gap | 1. Dollar amount of overdue field advances | $438,218 | In Process |  |
| 1. Recasting records to GASB format | (9) | 0 | **(9)** | 1. Dollar amount of BOA ePayables Spend | $23.1M | To Be Discussed |  |
|  | 1. Writeup, analysis & audit | (15) | 0 | **(15)** |  |  |  |  |
| 1. Financial Accounting effectiveness (customer service productivity) | 4.5 | 0 | No Gap |  |  |  |  |  |
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| **INTERNAL BUSINESS PROCESS** | | | | | **LEARNING & GROWTH** | | | | |
|  | **Measure** | **Current**  **Output**  **Measure** | **Target** | **Gap**  **(Target-**  **Output)** |  | **Measure** | **Current**  **Output**  **Measure** | **Target** | **Gap**  **(Target-**  **Output)** |
|  | 1. Number of manual entry invoice transactions | 12,459 | 20,000 | No Gap |  |  |  |  |  |
| 1. CTI’s & ISD’s processed later than one month following the date of service | 3.5% | 1% | **(2.5%)** |  |  |  |  |
|  | 1. General ledger accounts reconciled | 94% | 100% | **(6)%** |  |  |  |  |  |
|  | 1. Financial Accounting effectiveness (process improvement) | 3.3 | 0 | No Gap |  |  |  |  |  |
|  | 1. Dollar amount of unidentified funds received by UW. | $28.9M | In Process |  |  |  |  |  |  |

**Item # 1: Annual Report Completion Time**

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|  | **DEFINITION:**  Represents the average number of days ahead of (behind) planned completion dates for each fiscal year’s Annual Report preparation process.  **ANALYSIS:**  In the last four fiscal years the University has implemented seven new accounting pronouncements.  In that same period Financial Accounting has reduced FTE’s by 21%.  As accounting has become more complex Financial Accounting has streamlined processes.  **NEXT STEPS:**  Financial Accounting is in the process of reevaluating all of the components of the financial reporting process and is aggressively pursuing opportunities for improvement. |

**Item # 2: Customer Service Productivity**

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|  | **DEFINITION**  Represents Financial Accounting customer service productivity (excl. BAO) as measured by the number of FTE’s required to support operations. Specifically, the complexity of the operating environment (as quantified by the number of FAS funds and state appropriations) is compared against the number of FTE’s supporting that environment.  **ANALYSIS**  In the last four fiscal years the University received state funding in 38 additional appropriations that require tracking and resolution of issues that arise, an increase of 18%.  In that same period Financial Accounting has reduced FTE’s by 21%.  **NEXT STEPS**  As State revenues continue to fall and the President and Regents seek more flexibility in the use of University funds, we anticipate fewer appropriations.  Financial Accounting will continue to review processes to seek efficiencies. |

**Item # 3: Number of Manual Entry Invoice Transactions**

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|  | **DEFINITION**  First graph represents the number of invoice transactions being manually entered into PAS by the data entry group. Second graph represents the percent change in the number of transactions for the same month of the prior year.  **ANALYSIS**  Over the past 16 months, the B&AO team has transitioned a significant amount of manual data entry transactions to electronic input forms.  The Revolving Fund desk has also begun reimbursing a significant number of its accounts via electronic funds, which has also impacted this data.  **NEXT STEPS**  As the UW continues to aggressively streamline processes, we will see the Manual Data Entry figures decrease even further.  A current concept being scoped is the expansion of the Ariba reimbursement package for all employee expense reimbursements. |

**Item # 4: Number of Delinquent ISDs/CTIs:**

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|  | **DEFINITION**  Percent of total count or dollars of Cost Transfer Invoices (CTIs) and Internal Sales Documents (ISDs) that are processed later than the month following the date of service. Late billings lead to untimely budget status as well as the possibility of lost funds (in the case of grants that have closed prior to receiving a bill).  **ANALYSIS**  Monthly Average Totals during the Jan - Mar period: CTI/ISD Count = 39,000, Dollars = $23 Million  23% of this quarter's late transaction count is represented by three users:  1) Department of Medicine (541)  2) HMC Patient Care Services (241)  3) Intercollegiate Athletics (151)  47% of this quarter's late dollars is represented by six users:  1) School of Oceanography ($457,537)  2) Gen’l Svc (Physical Plant Opers, UW IT Rev) ($345,853)  3) Department of Medicine ($320,846)  4) Transportation Div (UW Finance & Facilities) ($152,804)  5) UWEO ELP-IOP ($130,482)  6) School of Pathology ($100,811)  **NEXT STEPS**  Continue direct communication with recurring late billing departments. |

**Item # 5: General Ledger Account Reconciliations**

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|  | **DEFINITION**  Represents the percentage of general ledger accounts which have been reconciled, as confirmed by the departments which are responsible for reconciliation.  **ANALYSIS**  The total number of accounts being monitored for reconciliation at 6/09 is 776. Financial Accounting is responsible for 437 of these, or 56%.  The number of accounts which are not being reconciled continues to decrease, and is 48 at 6/09. Financial Accounting is responsible for 15 of these, and 17 are owned by the Benefits Office.    **NEXT STEPS**  Continued attention and follow-up should help to ensure that the number of accounts not being reconciled decreases even further in future periods. This year Financial Accounting will sample reconciliations done in other departments to test for reasonability and that the reconciliations provide appropriate support for the balances. |

**Item # 6: Financial Reporting Process Improvement**

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|  | **DEFINITION**  Represents Financial Accounting (excl. BAO) process improvements as measured by the number of FTE’s required to support the Annual Report process. Specifically, the complexity of the Annual Report process (as quantified by the number of figures in the audited financial statements and footnotes for which Financial Accounting gathers or develops auditable evidence) is compared against the number of FTE’s supporting the process.  **ANALYSIS**  In the last four fiscal years the University has implemented seven new accounting pronouncements.  In that same period Financial Accounting has reduced FTE’s by 21%.  As accounting has become more complex Financial Accounting has streamlined processes.  **NEXT STEPS**  Financial Accounting is in the process of reevaluating all of the components of the financial reporting process and is aggressively pursuing opportunities for improvement. |

**Item # 7: Dollar Amount of Un-Matched Funds**

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|  | **DEFINITION**  Represents the dollar amounts received by UW’s main operating bank account which have not been recorded in the accounting system. The graph shows unmatched dollars at the end of each month, aged by how long funds have been unidentified.  **ANALYSIS**  As a percentage of actual dollars received in the operating account for a month, the unmatched funds represents a very small percentage. Note: In the month of Dec the sum of $62.3M of unmatched funds at current month end is attributed to two wires on 12/31 that were claimed early Jan 2010.  **NEXT STEPS**  B&AO continues ongoing communication with our significant fund recipient so that we can continue to properly record incoming funds. We have also recently implemented an aggressive reconciliation benchmark mandating that all funds of $50K or greater need to have documentation of attempts to locate the proper accounting of the funds. All amounts less than $50K are not allowed to age more than six months before documentation is made regarding the efforts to find the proper recording. |

**Item # 8: Agency Accounts with Debit Balances**

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|  | **DEFINITION**  Represents agency deficit amounts (i.e., dollar amounts owed by agencies to the University). Agencies are supposed to have enough money on deposit with the UW to ensure that the UW is not in a position of “loaning” money.  **ANALYSIS**  Harborview Medical Ctr (HMC) and Washington Technology Ctr. (WTC) were responsible for over 90% of the monthly deficit balances. During the period April 2009 - March 2010, the average monthly deficit balance for HMC was $1.4M and for WTC it was $.4M. WTC maintains that they cannot do anything about the deficit as they receive late reimbursement from the State of Washington.  **NEXT STEPS**  We will continue to remind organizations with ongoing deficit balances that they are obligated to maintain credit balances in their agency accounts.  Effective March 8, 2010 the University has implemented a deficit resolution policy.  *Budgets in deficit for >2 consecutive months*  Budget will be assessed an interest charge at the current internal lending program rate. That rate is currently 5.5%.  *Inactive agency budgets w/deficit balances*  Dept. responsible for covering deficit. If dept. fails to cover deficit in a timely manner Fin. Acctg. will charge the dept. oper. budget. |

**Item # 9: Dollar Amount of Overdue Field Advances**

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|  | **DEFINITION**  A field advance is an advance of funds to a UW employee for research or educational projects. An accounting of how those funds were spent, and appropriate backup documentation, is due to our office within 30 days of the end of the project.  **ANALYSIS**  Field Advances are held for a six month period of time. The reporting for spent funds is expected within 30 days of the end of the six month period. Although a perfect scenario would be that there is no overdue reporting, as a percentage of loaned funds we see that most of the overdue reporting is from Office of Int’l Programs & Exchanges (IPE). IPE has a close working relationship with its Field Advance custodians and most of the IPE past due reporting is due to procedural slowdowns at the IPE central admin office.  **NEXT STEPS**  B&AO has begun an analysis of past due as a percentage of recent loaned amounts. Also, we continue to communicate with IPE and other Field Advance custodians to ensure that the Overdue Field Advance dollars are not at risk. |

**Item # 10: BOA ePayables**

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|  | **DEFINITION:**  EPayables payments are a method of payment whereby the bank pays the supplier on the due date. At that point our obligation for payment is transferred to BoA. The UW pays BoA in full for the prior month’s card activity on the 5th of each month. Paymode payments are ACH payments issued to suppliers’ bank accounts on the date that the payments are due.  **ANALYSIS:**  A calculation of the potential earnings on funds retained by the UW from the actual bill payment date to the 5th of the subsequent month, using the UW’s IF rate (2%) for the period 10/19/09 through 2/28/10, shows an estimated savings of $7,800.  **NEXT STEPS:**  Continue to aggressively convert UW suppliers to either ePayables or Paymode payment alternatives. |