



EXECUTIVE VICE PRESIDENT, FINANCE & ADMINISTRATION

Dear Colleagues,

With the holiday season upon us, it is the time to look back on 2017 and reflect on our progress and achievements.

One year ago, I was just beginning at the University of Washington. Having spent the previous 10 years on the East Coast, I was excited to move back west and join such a distinguished institution. What I learned early on is that we have dedicated and knowledgeable staff and leadership highly committed to the University and its mission. I am impressed by the progress we have made in the last year and energized by the prospects for 2018.

This past year, our business units achieved some tremendous milestones. The implementation of Workday and the launch of the Integrated Service Center were a heavy lift for UW-IT, HR, and Finance, as well as for countless colleagues across our three campuses. This project is a real game-changer for our University, propelling the institution into a new era of administrative excellence. I am deeply grateful to all of you who participated in this critical project.

Second, we have made real progress in aligning our efforts to support our customers across campus. Congratulations to all of you who worked to implement improvements in response to the TAP customer service survey. You have showed that a clear focus on customer satisfaction can empower, strengthen our commitment to service performance, and improve efficiency. And it makes our jobs fun, all at the same time. You can read more about units' efforts [here](#).

Third, I would like to thank all of you who worked on restructuring our operations. Whether in Finance, Human Resources, Capital Planning and Development, or elsewhere, our challenging business environment helped us think about how to serve the University better even as resources were becoming dearer. Together, we survived difficult decisions, creating a stronger platform for the future.

Finally, I appreciate the myriad of other ways in which dedicated people across Finance and Administration have worked so hard to help and support the University. This applies whether you delivered new buildings like Nano or the ARCF, efficiently operated the campus each day, rolled out new IT capabilities like

DUO, closed the books without a flaw, modernized financial reporting, or worked with leadership to hire, train, and retain a wonderful staff.

Perhaps more than anything else, I rejoice that the units of Finance and Administration are coming together, collaborating ever more closely, and growing into an effective team. I am grateful to all of you, and for the team we are forming together.

Thank you for all that you do! I wish you and yours a wonderful holiday season!

A handwritten signature in blue ink that reads "Jeff".

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