



Metric (Metric description)	As of 6/30/21	Q1	Q2	Q3	Q4	FY22 Year to Date	Target by 6/30/22
<b>OUR PEOPLE</b>							
M1 <b>FAS Employee Engagement</b> (Expressed on FAS Grand Mean scale of 1-5)	<b>4.10</b> (Galup 51st percentile)	Results available annually at FY end				Pending	<b>4.11</b>
M2 <b>Advancing Racial Equity and Belonging</b> (# of tactics met)	<b>4 of 4</b>	<b>0 of 4</b>	<b>.5 of 4</b>	<b>.5 of 4</b>		<b>.5 of 4</b>	<b>4 of 4</b>
<b>CUSTOMER EXPERIENCE</b>							
M3 <b>FAS Customer Satisfaction</b> (% Core services improved, or maintained high performance (≥67 or rate 7 on 10-pt scale))	<b>80%</b> (49 of 61)	<b>75%</b> (42 of 56)	<b>76%</b> (54 of 71)	<b>76%</b> (54 of 71)		<b>76%</b> (54 of 71)	<b>75%</b> (52 of 69)
<b>SAFETY</b>							
M4 <b>Campus Workplace Injuries, Count</b> (Expressed as # incidents per 100 FTE <sup>4</sup> )	469 <b>3.1</b>	105 <b>0.6</b>	87 <b>0.6</b>	94 <b>0.6</b>		286 <b>1.8</b>	488 <b>3.1</b>
<b>RESOURCE MANAGEMENT &amp; STEWARDSHIP</b>							
M5 <b>FAS Variance from Plan</b> Change in Net Position (Expressed as % of Plan Revenue)	<b>6.3%</b>	<b>13.8%</b>	<b>15.9%</b>	<b>10.3%</b>		<b>12.6%</b>	<b>±2% from 0</b>
<b>INNOVATION</b>							
M6 <b>Value Improvement Created</b> (Expressed as cumulative net \$ ROI created for all value improvement projects)	<b>\$4.7M</b> (33% of 3-yr target)	Available after December Presentations	<b>\$6M</b> (41% of 3-yr target)	<b>\$8.4M</b> (57% of 3-yr target)		<b>\$8.4M</b> (57% of 3-yr target)	<b>\$14.8M</b> (100% of 3-yr target cohort 1)

Footnotes

<sup>M3</sup> FY21 excludes CLS services due to COVID-19 shelter in place disrupting operations, but adds new services for Facilities and Real Estate. A same service comparison in FY21 would score 74% services 67+. FY22 services to increase by 8 due to resuming paused CLS survey (7 services) and starting PMO survey (1 service). Target set based on services with 67+ ratings in FY21 sustaining those ratings in FY22.

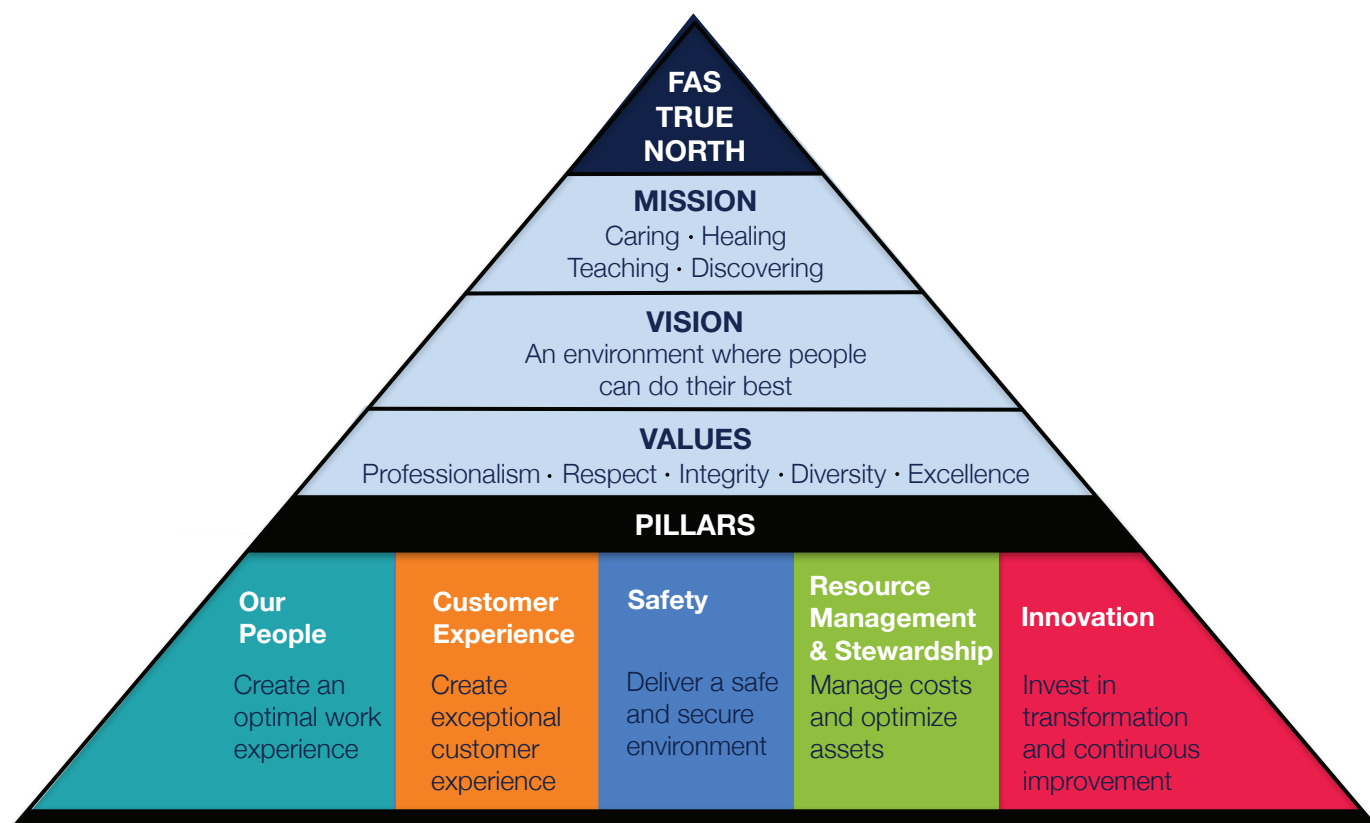
<sup>M4</sup> Shifted from to Campus Headcount to FTE in FY22 (excluding student employees and contractors / visitors) to be consistent with Health.

<sup>M6</sup> Each quarter is cumulative and includes the \$4.7M FY21 result to strive for 16M cumulative goal for FY22.

# TRUE NORTH 101: What is it and why is it important?

The **FAS True North** is our compass of how Financial and Administrative Services (FAS) connects to the mission and values of UCSF. The **five pillars** define how we deliver on FAS' purpose of providing operational strength to UCSF. These pillars are relatively constant, and some version of these words have been the focus of FAS for over 20 years. The pillars provide a common language to show that our FAS Village is rowing in the same direction, much like our PRIDE Values unite us in how we conduct ourselves to create a collaborative culture.

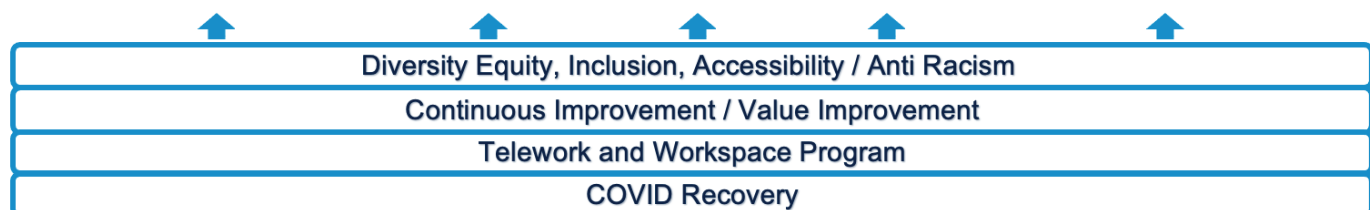
While True North represents what we are aiming for, **our priorities** show how we will get there. Identifying priorities is a deliberate process to direct resources and attention to what is most important to address operational challenges or advance in a new direction. During the pandemic, we redesigned how we show our priorities to make visible **department focus areas** or unique projects that strengthen our pillars. Departments can more flexibly rotate their focus throughout the year to balance urgent with longer-term efforts.



## FAS Steering Metrics

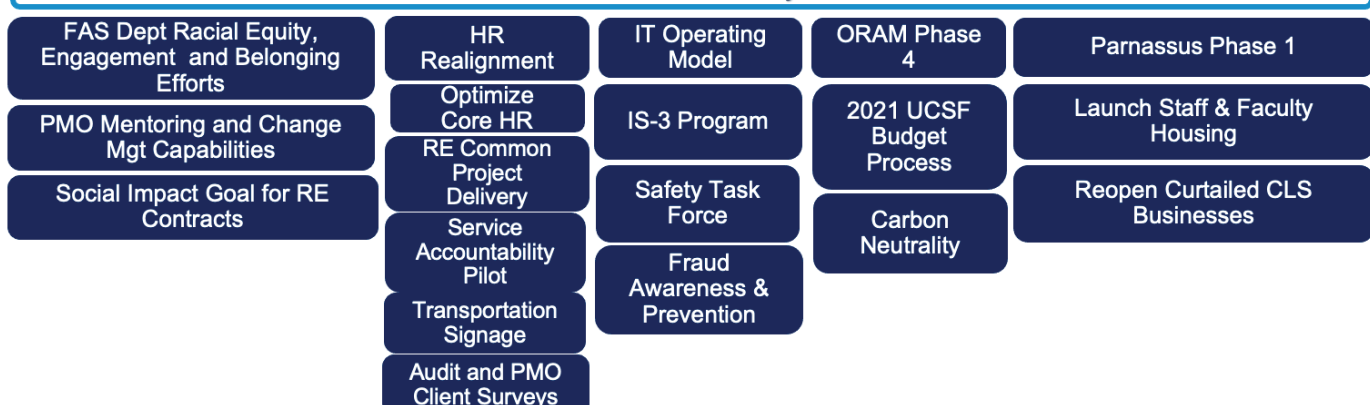
<b>Metric 1</b> Improve employee engagement +.01 <b>Metric 2</b> Advance racial equity belonging (4 of 4 tactics)	<b>Metric 3</b> 75% core services improve or maintain high performance	<b>Metric 4</b> Decrease workplace injuries to 3.1 per 100 FTE	<b>Metric 5</b> Variance from Plan Change in Net Position within +/- 2%	<b>Metric 6</b> \$ Value improvement created \$16M
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## FAS-Wide Priorities



## Department Focus Areas

*\*Rotates throughout year as departments balance urgent with longer-term priorities*



## Our FAS Village

