UCSF

	Metric *(Metric description)*	As of 6/30/19	Q1	Q2	Q3	Q4	FY20 Year to Date	1-Year Target by 6/30/20
	OUR PEOPLE							
M1	**FAS Employee Engagement** *(Expressed on FAS Grand Mean scale of 1-5)*	**4.06** (Gallup 50th percentile)	*Results available annually at FY end*				Pending	**4.08** (+.02)
M2	**FAS Voluntary Turnover Rate** *(Expressed as % of FAS Career Staff, excl. retirement)*	**6.2%**[1]	**1.4%**	**1.5%**			**3.0%**	**≤ 7.0%** [1]
M3	**FAS Internal Hiring Rate** *(% of FAS open positions filled with candidates from UCSF)*	**27%**	**36.9%**	**28.0%**			**31.9%**	**27%**
	CUSTOMER EXPERIENCE							
M4	**FAS Customer Satisfaction Index** *(FAS Average expressed on 1-100 scale)*	**67** [2] (7.0 on 10 point scale)	**65**	**65**			**66**	**68** (7.1 on 10 point scale)
	SAFETY							
M5	**Campus Workplace Injuries, Count** *(Expressed as # incidents per 100 FTE)*	479 **2.3**	136 **0.6**	98 **0.4**			234 **1.1**	479 **2.2** [3]
M6	**Cyber Security Framework Maturity Score** *(Expressed as sum of ratings for 20 categories on 0-5 scale)*	**58**	*Results available annually, typically in Q3*				Pending	**61** (Improve in 3 of 20)
	RESOURCE MANAGEMENT & STEWARDSHIP							
M7	**% FAS Units with Long Term Balanced Operating Budgets** *(Are we closing the gap?)*	**47%**	*Results available annually after budget cycle*				Pending	**100%**
M8	**FAS Change in Net Position** *(What is the gap, in $M?)*	**($3.2M)**	**$14.9M**	**$1.7M**			**$16.6M**	**($4M)**
M9	**FAS Variance from Plan Change in Net Position** *(Is our Plan accurate and executed well?)* *(Expressed as % of Plan Revenue)*	**2.7%**	**17.9%**	**6.4%**			**12.2%**	**< ±2% from 0**
M10	**Carbon Neutrality Index** *(Expressed in metric tons of CO2 emitted)*	**91,366** [4] (pending)	*Results available annually at FY end*				Pending	**88,794** (CY19)
M11	**% ICAMP Building Assessment Program** *(Expressed as a % total square feet of 25 UCSF-owned buildings)*	**7.0%**	**45%**	**66%**			**66%**	**75%**
	INNOVATION							
M12 new FY20	**Value Improvement Projects** *(Expressed as # proposals submitted)*	NA	**69**	*22 selected for YR1 Portfolio*			**69**	**Establish baseline**
M13 new FY20	**Value Improvement Created** *(Expressed as % of implemented proposals achieving measurable value)*	NA	*Seek first result Q3*				Pending	**Establish baseline**

[1] Voluntary Turnover is calculated the same as UCSF True North. Due to competitive market pressures, FY20 Target set to slow the escalation to 105 separations (assuming same average career headcount of 1,505). Starting FY20, to capture changes that may occur to employee separation records over time, past quarters will be queried again at each subsequent quarter. Result of Q1 re-query: immaterial change (increased from 21 to 22), therefore no change in the result reported at Q1, which remains at 1.4% of FAS career staff count.

[2] Police uses established field services transactional survey with low completes making number volatile. Use Police rolling 12 months as YTD to smooth FAS average.
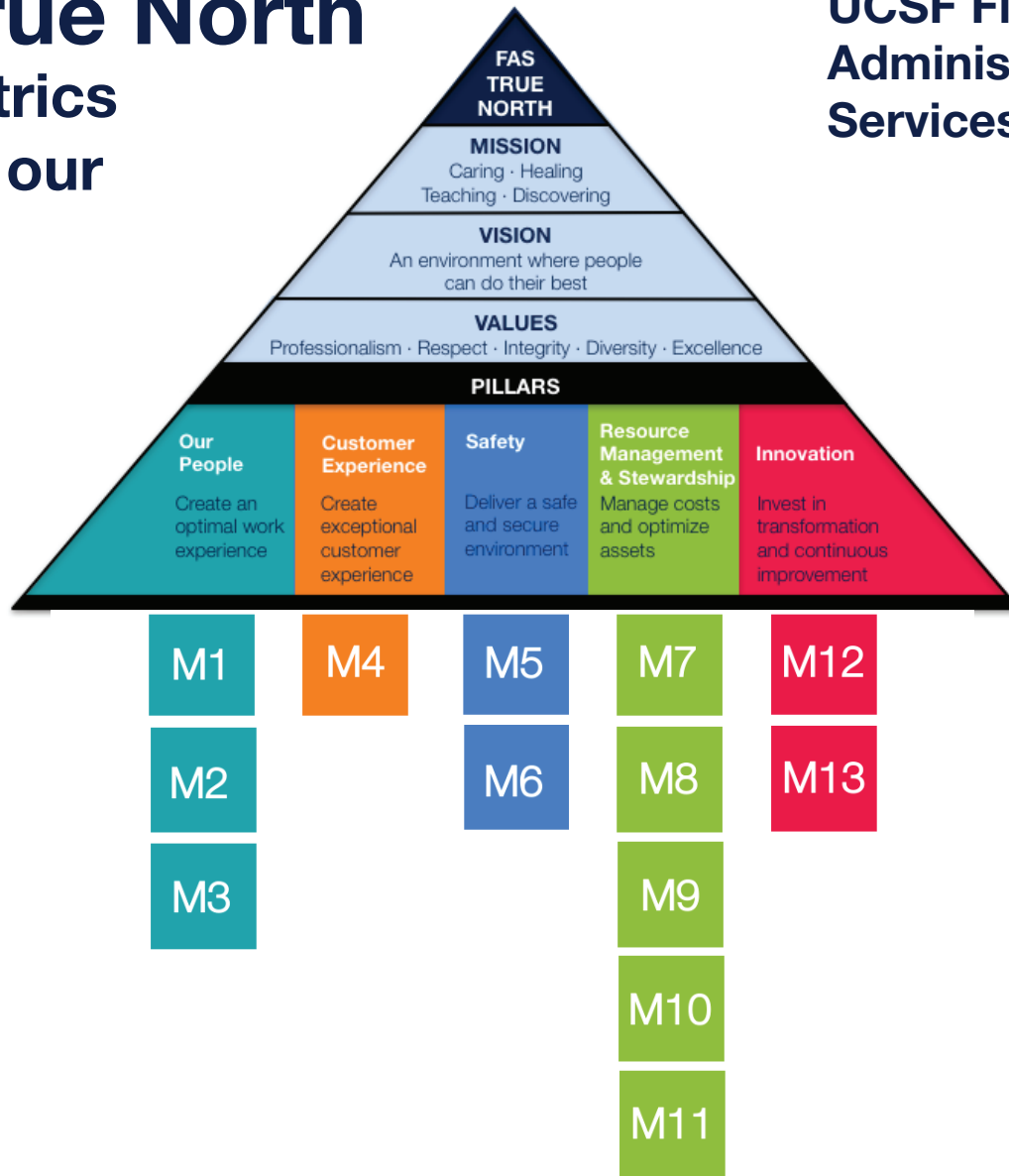
[3] Assumes 4% campus FTE growth

[4] FY19 Carbon neutrality results to be updated after third party verification complete.

FAS True North
FY20 metrics measure our progress

FAS TRUE NORTH

MISSION
Caring · Healing
Teaching · Discovering

VISION
An environment where people can do their best

VALUES
Professionalism · Respect · Integrity · Diversity · Excellence

PILLARS

Our People	Customer Experience	Safety	Resource Management & Stewardship	Innovation
Create an optimal work experience	Create exceptional customer experience	Deliver a safe and secure environment	Manage costs and optimize assets	Invest in transformation and continuous improvement
M1	M4	M5	M7	M12
M2		M6	M8	M13
M3			M9	
			M10	
			M11	

Our People
Create an optimal work experience

Metric 1 Increase FAS employee engagement +.02 to 4.08

Metric 2 Maintain ≤7% FAS voluntary turnover rate

Metric 3 Increase FAS internal hiring rate to 27%

Customer Experience
Create exceptional customer experience

Metric 4 Increase FAS Customer Satisfaction Index +1 to 68

Safety
Deliver a safe and secure environment

Metric 5 Decrease campus workplace injuries to 2.2 per 100 FTE

Metric 6 Improve IT security maturity score +3 to 61

Innovation
Invest in transformation and continuous improvement

Metric 12 # value improvement proposals (establish baseline)

Metric 13 % value improvement projects achieving measurable value (establish baseline)

Resource Management & Stewardship
Manage costs and optimize assets

Metric 7 100% FAS units with long term balanced operating budgets

Metric 8 ($4M) FAS change in net position

Metric 9 +/- 2% FAS variance from plan change in net position (expressed as a percent of revenue)

Metric 10 Decrease carbon emitted to 87,794 metrics tons

Metric 11 75% ICAMP building assessments complete

092319