

FAS Strategic Priorities and Initiatives FY2012-14
Status as of 10/31/11

UCSF Priority	FAS Strategic Priorities	Executive Champion	#	Initiatives	Status 9/30	Status 10/31	Plan Complete Date	Rev. Complete Date	Comments	
1. Enhance Information Technology Infrastructure & Rationalize Services	Elazar Harel		1	Consolidate Email			Dec-11	Jan-12	All non-Medical Center e-mail accounts (23,000) have been migrated. New target date is to ensure the Medical Center has adequate time to prepare for the migration. There is concern with converting to office 2010 at the same time Apex is being rolled out. Consolidation of remaining small systems complete.	
			2	Consolidate Help Desks			Dec-11		On-track to complete SOM/ITS/MC by year-end and remaining help desks by June 2012.	
			3	Enhance Campus Network			Dec-11	TBD	Phase 2 of wireless and related wired upgrade in process. New target completion date to be established after asbestos analyses on Parnassus is done. Upgrade of wired infrastructure will be planned as a separate multi-year project.	
			4	Consolidate Desktop Support			TBD		OE Desktop workgroup presented recommendations to several committees (OE CEC, Faculty, and IT Governance). Presentation to the CEC is scheduled for November 15th.	
			5	Consolidate Data Centers (co-location)			TBD		OE Desktop workgroup presented recommendations to several committees (OE CEC, Faculty, and IT Governance). Presentation to the CEC is scheduled for December 6th.	
			6	Identity & Access Management (formerly Single Sign-On)			Dec-11	TBD	Ahead of schedule for AD Namespace cleanup and AD / MyAccess integration.	
			7	Network Enhancements			Dec-11	Oct-13	Scope expanded. Replacement of voicemail system has been delayed due to Director changes. On track to enhance cell phone coverage on Parnassus using macro cells. The Distributed Antenna System implementation date will be delayed due to decision to develop a vendor-neutral solution - analysis in progress; target date TBD.	
			8	Application Rationalization			NS	NS	TBD	Phase 3 of OE. Late 2011-start planning.
			9	Enhance Service and Data For Researchers			Dec-11	Nov-12		Adding EPIC data to IDR has been moved to February 2012 due to an unforeseen four week production outage. Other projects on hold for research committee evaluation and review.
			10	IT Funding Model			Jul-12			Committee has completed deliberations and is in the process of drafting report.
	2. Streamline Financial Processes & Provide Transparent Management Reporting	Angela Hawkins	11	FAS Finance SSCs: Phase 2 - Process Improvements			Jun-12		Work groups identified: (1) Budget & Financial Reporting; (2) Procurement & Payables; (3) Internal Controls; (4) Utilities Accounting; (5) HRSC & FSC Coordination; and, (6) Staff Development & Morale	
		Eric Vermillion	12	SciQuest (BearBuy)			Dec-11		BearBuy@UCSF on schedule for 11/15/11 go-live. Rollout of UCB/UCSF procurement collaboration on track.	
			13	Management Financial Reporting and Budgeting Project (MFRBP)			Jun-13		-PI Portfolio: 35 change requests for reports and 4 for TM1 were processed following UAT. Pilot scheduled end January. Pilot will include selected units within SOP, DOM, Radiology and Anesthesia. -Financial & Operational Mgt. Reporting: Have finalized about 9 standard reports that will be built for July 2013 new COA. Currently developing overall reporting strategy to finalize overall vision, priorities, end user tools, and timeline for full implementation. Anticipate implementation in phases with first major phase completed by July 2013. -Budget Tool: currently implementing Hyperion Planning sandbox with about 6 departments to closely examine usability and configuration ease of software for purposes of annual departmental and consolidated budgeting, long-term budgeting and financial modeling. Goal is to determine final software by end December; this date is critical path to achieving the target go-live of July 2013 for new budgeting and financial planning software. -Chart of Accounts: governance and project structures in place and detailed design underway. Coordinating with and reporting regularly to Financial Control Points. Have begun outreach to departmental IT systems owners.	
			14	On-Line Balance Sheet & Ledger Reconciliation (Blackline)			Dec-11		Completed balance sheet reconciliation. GL Reconciliation process has been redesigned. Next steps would be to implement across campus, training, change management and tool automation. Will become a separate project which is now on hold due to resources being directed to higher priority OE Finance projects.	

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BUSINESS			15	Central Recharge Proposal Unit			Aug-12		Completed a Service Action Outline to evaluate feasibility and met with a cross-section of potential university users to gauge potential client base and service options; working to refine into a Strategic Implementation Document. Unit has been operational on a case-by-case basis.	
			16	Financial Processes and Policies			Jun-14		On-going assessment as part of OE Finance.	
			17	Campus Finance Clusters/ Partnership	NS	NS				Functional leaders have developed an OE vision and implementation roadmaps. Campus Finance Clusters on-hold to focus on top 3 priorities: Reporting, Budgeting/Financial Planning, and COA.
			18	Enterprise-Wide Financial Planning & Budgeting			Jun-12			Completed base case and on track to complete revised case. Evaluation and recommendations complete by 12/11.
			19	Pooled Benefits Rate			Jun-13			Work initiated on pro/con analysis of options.
			20	19900 Funds Flow			Jun-12			Plan in place, implementation on track for June 2012.
			21	Data Access and Transaction Security	NS	NS	May-15			Start 7/13
	3. Enable Research Administration Excellence	Mara Fellouris	22	iMedris PreAward			Mar-12	Jun-12	Working closely with functional owners including EVCP to coordinate vendor activities on both eproposal and CHR fronts. EVCP has urged us to extend go live date to ensure usability issues raised in CHR are proactively addressed in eproposal. New project management methods are being implemented to better facilitate vendor inputs including UCSF on-site work at the vendor location in southern California.	
			23	Research Clusters			Dec-12	Aug-12	Wave 1A go live complete. Wave 1B go live in January. Final wave targeted for August 2012.	
	4. Deliver Efficient, Seamless Human Resource Administration	Elazar Harel	24	Academic PAFs (MPM 2.0)			Mar-12		FY12 mid-year changes, additional reporting, targeted for Q1 2012.	
		Mara Fellouris	25	HRIS			Jun-12		Have deployed SME team to UC system initiative and established governance structure to triage key issues/decisions. Have significantly enhanced MSS/OLPTF and hope to pilot in January within selected Cluster A depts. Will begin analysis/prioritization of case mgmt tools in January. PPS web interface deployed by Controller's office to pilot group of 13 depts; full go-live targeted for December.	
		David Odato	26	Campus HR Shared Services			Jun-13		Implementation activities underway; wave 1 go-live scheduled for Jan, 2012.	
	5. Collaborate and Continuously Improve to Achieve Efficiencies	Elazar Harel	27	Promote Teleconferencing			Dec-11		Video conferencing services launched in October 2011.	
		Fellouris / Harel	28	eWorkplace Portal	NS	NS	TBD			
		Angela Hawkins	29	FAS Print Management Program			Jun-12		On track - implementation in progress.	
		Angela Hawkins	30	Surplus Sale Consolidation w/ UCB			Dec-11		Pilot in progress w/ UCB.	
	6. Plan for UCSF's	John Plotts	31	Opportunities for Administrative Efficiencies w/ MC, UCOP, Other UCs			TBD		On-going topic at senior leadership level.	
		Lori Yamauchi	32	Comprehensive Long Range Development Plan - LRDP			Jun-14		Working with research, clinical and academic subcommittees to assess space needs. Subcommittee assessments have slipped a quarter, but on track to deliver LRDP by June 2014.	
		Michael Bade	33	Capital Project Management System - Phase 1			Apr-12	TBD	Detailed Phase 1 integration analysis in October – December 2011. Focus on integration points and method between the CMiC and PeopleSoft systems is required before a project baseline can be determined. Project baseline timing will be finalized when implementation plan and commitment to resources can be finalized.	

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6. Plan for UCSF's Physical Development Through 2030		Esther Morales	34	Lease Consolidation: 3-Yr Implementation Plan			Jan-12		Working with Dean SOM, Medical Center, Foundation Real Estate Committee to align lease consolidation strategies with priorities for space issues on campus. Have completed data collection and initial analysis for all leases. Identified potential options and in final review stage of proposal by leadership. Further analysis needed by Senior Leadership, SOM and Medical Center space representatives to develop fully defined and coordinated business plans. Working meetings are scheduled for end of November 2011. Implementation of this effort is planned in FY 2011-12 to coincide with lease space turnover over next 3 years.	
		Lori Yamauchi	35	FAS Space Optimization			Jun-14		Delay in surveying other FAS units' space. Will commence in early January	
	7. Create a Sustainable, Resource Efficient		Angela Hawkins	36	Energy Management Projects			Jun-14		Natural gas incentives have been reinstated. Projects on track.
				37	Water Efficiency			Jun-13		On track - water audit for Parnassus campus underway.
PEOPLE	8. Ensure Public Safety	Pam Roskowski	38	Mission Bay Public Safety Plan for Campus & Medical Center Expansion			Jun-14		In Progress - Security staff reductions implemented. Alarm program reorganized and position eliminated. Medical Center Police Best Practice committee formed and progressing service reviews and best practice surveys conducted and in analysis. CCTV consultant study in-progress	
			39	Emergency Care and Shelter Capability: Phase 2 - Supplies for 20,000 for 3 days			Jun-13		Purged expired inventory. Hired new Emergency Preparedness Specialist to lead volunteer recruitment and retention strategy.	
			40	Business Continuity Planning: Phase 2: 50%			Jun-14		To date, an estimated 395 UCSF units, divisions or departments with essential functions/services have been identified needing Mission Continuity Plans. A total of 245 (62%) are engaged in Mission Continuity Planning. UCSF completed 193 (49%) Mission Continuity Plans.	
			41	Mass Notification			Jun-14	TBD	Complications in the bidding process have delayed this project. Changing to simplified RFP/Contracting process starting at Mission Bay and postponing Parnassus pending completion of wireless network installation. Time line will be adjusted pending CP's award of simplified contract.	
			42	Seismically Resilient 911 Emergency Communication Center			Jun-14		Project plan, costs & space reassignments complete. Construction bids accepted and construction began 10/28. 911 Center budget developed and project timeline completed.	
			43	Global Anti-Terrorism Project			Jun-13		Protocols for patrol and dispatcher approved. Quarterly testing schedule adopted and begins Dec 2011.	
				Public Safety Service Delivery Best Practices Review			Jun-12		Benchmark survey completed by Police and Med Center. Results review meetings continue.	
	9. Sustain a Diverse, High Quality Workforce with Great Managers		David Odat	44	Career Path and Job Families: Phase 3 - 70 Families non-represented employees			TBD		Phase 1: HR and Research Admin job families complete, work continues with finance. Phase 2: Development complete. Temporary staffing put on hold while HR job postings take place; may use staff not selected for other positions.
				45	Great Managers			Jun-13		Campus communications to restart immediately following Chancellor state of the University address. Work groups within each FAS department developing action plans based on Gallup survey results.
				46	Succession Planning			Jun-13		Competed for FAS Leadership Team level (JEP direct reports). Assessing FAS process; will modify process as appropriate and begin roll-out to campus. See note about Learning staffing issues in item 45 above.
				47	Training Management			Jun-12		System wide reporting tool being developed by UC Davis and UCOP; due to be complete by Dec, 2012. Campus wide learning and development assessment group formed to evaluate training.
	10. Create a Service Culture		Pam Roskowski	48	Service Culture Initiative			Jun-12	Tracking process developed to monitor implementation of department service improvement initiatives. Sub-teams developed to focus on 4 areas: Tracking service initiatives, update core CARE training, 2012 survey plan, 2012 survey marketing plan.	

on track
 NS not started
 watch item; needs monitoring to avoid critical path slippage
 complete
 critical path slipping; needs intervention