
From: Senior Vice Chancellor John Plotts [plots2@UCSF.EDU]
Sent: Monday, March 01, 2010 9:45 AM
To: FAS-STAFF@LISTSRV.UCSF.EDU
Subject: FAS organizational structure

Dear Financial and Administrative Services (FAS) Colleagues:

In my January 29 communication to the FAS community, I committed to outline by early March the organizational structure I believe will best enable FAS to respond to the pressing matters confronting the UCSF enterprise. I am now writing to announce the revised organizational structure for FAS that will become effective on March 1, 2010. That structure is shown on the attached organization chart. It reunites several FAS areas that had reported into former Senior Vice Chancellor Steve Barclay and Interim Vice Chancellor Randy Lopez from July 2008 until now and it incorporates two new areas that in the past reported to former Senior Vice Chancellor Bruce Spaulding—University Advancement and Planning.

The primary considerations that guided me in developing the organizational structure are:

- Provide for full time, dedicated leadership to the Chancellor's focus on Operational Excellence,
- Clarify roles and responsibilities with respect to achieving objectives and to promote personal accountability and responsibility,
- Maintain one focal point for financial responsibility, including internal controls, financial reporting, risk management and strategic sourcing,
- Organize in a manner that will optimize collaboration and leverages technology strategies across all facets of the UCSF enterprise,
- Establish responsibilities for campus life and service-related business functions under one organization,
- Ensure the goals and objectives of FAS are in alignment with the overall campus strategy by using the Balanced Scorecard and FAS Incentive Plan,
- Ensure the independence of the internal audit function,
- Ensure Capital Planning, Real Estate and Capital Programs can focus on the responsibility for strategy, planning, delivery and outstanding management of projects rather than day-to-day service-related business function.

With this organization in place, FAS leadership will engage in focused efforts over the next couple of months to ensure the FAS strategy, goals and objectives are in clear alignment with the overall campus strategy. These goals and objectives will be incorporated into the Balanced Scorecard and FAS Incentive Plan.

While I am confident that this structure will best enable FAS in the near term to effectively respond to the formidable challenges now facing UCSF, I also know that as I learn more about UCSF and FAS, and as new issues arise, it is likely I will make other organizational changes in the future.

I want to thank Randy Lopez for his dedication and contributions to UCSF over the past year and a half as he served as Interim Vice Chancellor Finance and Administration. Randy's new role will allow him time to focus his attention and energy on the critical efforts of the Chancellor's Administrative and Operating Efficiencies Work Group which he co-leads with Vice Dean Michael Hindery. I will work closely with them in that regard. The Chancellor has recently communicated the financial realities facing UCSF and, as she indicated, this effort will emphasize structural changes required in the delivery of administrative services to the UCSF enterprise in an increasingly effective and efficient manner. You can expect that you, your manager, or your colleagues are likely to be involved in some facet of these efforts.

I also want to express my appreciation for the leadership and continuing guidance Steve Barclay has extended to the UCSF institution in managing parts of the FAS organization along with several units of the former University Advancement and Planning organization during this period of transition. We wish Steve only the best for the future as he moves into a well-deserved retirement as we welcome the leadership and staff of Campus Planning, Capital Projects and Real Estate which are now formally joining the FAS community.

I am very enthused with joining UCSF at such a critical time in its history. I look forward to working with all of you in advancing UCSF's mission by providing superb and transparent stewardship of UCSF's resources while achieving excellence in FAS' operations and services.

Sincerely,

John E. Plotts
Senior Vice Chancellor—Finance and Administration

Cc: Chancellor Desmond-Hellmann
Academic Senate Chair Fuentes-Afflick
Executive Committee

University of California, San Francisco
Financial & Administrative Services
 March 2010

