

---

**From:** Senior Vice Chancellor John Plotts [plots2@UCSF.EDU]  
**Sent:** Friday, December 03, 2010 5:37 PM  
**To:** FAS-STAFF@LISTSRV.UCSF.EDU  
**Subject:** Updated Strategic Priority Communication

December 3, 2010

To the FAS Community,

I am proud of being a part of the UCSF mission of advancing health worldwide. Because many of us do not work directly with patients, students or research on a daily basis, it may not always be apparent how our jobs make a difference to the mission. At our October managers' town hall, Chancellor Susan Desmond-Hellmann made it clear that FAS makes substantive contributions to the mission: "Researchers can work later if they feel safe, and faculty and students waste less time if they do not need to spend an hour rebooting a computer." The Chancellor told us, "don't underestimate how essential you are to UCSF."

The FAS leadership team and I have worked together to develop a strategic plan that directly supports the UCSF mission. Our People deliver Business services which enable the UCSF core priorities of Patients/Health, Discovery and Education. We have identified ten strategic objectives and 54 initiatives which we will collectively implement over the next three years to make the services we provide to UCSF even better. Below, you will find information related to our plan:

- FAS Three-Year Strategic Plan
- FAS Initiative Status
- Operational Excellence Update
- Annual Customer Satisfaction Survey

I want to remind you that each one of us makes a difference every day in providing well run business services which support the core mission activities of advancing health worldwide. The Chancellor and I believe that successful implementation of our Three-Year Plan will make UCSF even better than it already is. I am honored to work with you as a member of this important organization and look forward to sharing our progress with you over the coming year.

Sincerely,

John E. Plotts  
Senior Vice Chancellor—Finance and Administration

### **FAS Three-Year Strategic Plan**

- On October 11th, FAS managers convened to listen as Senior Vice Chancellor, John Plotts and his leadership team presented the FAS Three-Year Strategic Plan. The presentation can be found on the FAS web site, <http://fas.ucsf.edu/FAS/11824-DSY/version/default/part/AttachmentData/data/>
- Key messages from John Plotts were:
  1. There is a context for the FAS Strategic Objectives—we are linking our efforts directly to UCSF's five strategic priorities.
  2. We will work "horizontally" across the campus with our colleagues—one collective effort in support of a unified campus vision.

3. Advancing our mission starts with you—our people. Each of us must assume personal accountability to make a difference every day.
  4. FAS' role is to provide "Business" services that enable UCSF core priorities of Patients/Health, Discovery and Education. Our continuous pursuit—to be a well run organization.
  5. Over the next three years, FAS has ten strategic objectives/priorities:
    - a. Five are part of the campuswide Operational Excellence effort to deliver \$48 million in savings and improved administrative processes and infrastructure.
    - b. Five are other "Business" and "People" related objectives to enhance UCSF's physical infrastructure, resource sustainability, public safety, the quality of our workforce and managers, and our FAS service culture.
  6. Together, we make a difference in providing well run business services to UCSF.
- Chancellor Susan Desmond-Hellmann was also present for the FAS two-hour managers' town hall and took the opportunity to share some comments:
    1. *"Don't under-estimate how essential you are to UCSF."* She went on to express that if we are successful at implementing our objectives and initiatives, UCSF is more likely to achieve its mission. *"Researchers can work later if they feel safe and faculty and students will waste less time if they do not need to spend an hour rebooting a computer."*
    2. *"I give you a ton of credit for aligning your objectives to the five UCSF priorities."* UCSF's five strategic priorities are: Patients / Health, Discovery, Education, Business and People.
    3. *"The two best things I heard today were about 'great managers' and 'accountability'."* The Chancellor expanded by saying *"We all need to aspire to be manageable by taking goals seriously, listening to feedback, and taking reasonable risks."*
    4. The Chancellor concluded by saying, *"I can't wait for us to achieve these objectives because UCSF will be even better than we are now."*

### **FAS Initiative Status**

- John Plotts and the leadership team have identified 54 initiatives which will be implemented over the next three years in support of our ten strategic priorities (see information on FAS Three-Year Strategic Plan above).
- These 54 are not the only important initiatives happening at FAS—there are many important efforts to improve business services and enable people happening in each department. These 54 were chosen to manage at the leadership team level due to their complexity and their need for coordination of resources from multiple departments.
- Members of the leadership team meet monthly to review status of initiatives and discuss implementation issues. To see the November status report, visit the FAS web site <http://fas.ucsf.edu/FAS/11965-DSY/version/default/part/AttachmentData/data/>

### **Operational Excellence Update**

- FAS is involved in working with the campus on Operational Excellence (OE) initiatives in the areas of: Research Administration, HR, Finance and IT. July through September was the time frame to create the high level recommendations. Close to 130 staff and faculty have been working intently these past months to identify options that ensure effective and efficient administrative services. In the months of October and November, the groups' recommendations were presented to the OE governance structure. FAS colleagues are extensively represented throughout the OE governance structure and we thank you for your continued participation.
- Please feel free to send your own questions or comments related to Operational Excellence to: [operationalexcellence@ucsf.edu](mailto:operationalexcellence@ucsf.edu)

### **Annual Customer Satisfaction Survey**

- The annual Customer Satisfaction Survey was launched on November 8th and will close on December 3rd.
- Survey results will be presented at a managers' town hall on January 25th. You can expect results to be communicated afterward.
- Survey Ambassadors from each department have worked with Sterling Research Group, Inc. to make improvements to the 2010 survey which balances the need for useful management information with the need to make the survey more user-friendly for our customers.
- Members of the customer survey team include:

**Survey Implementation Team:**

- Executive Champion: Mike Tyburski
- Survey Chair & Co-Chairs: Becky Daro, Kevin Cox & Ron Norris
- Data/ Report Management: Betty Moy
- Communications: Becky Daro
- SVC Liaison: Ron Norris
- External Customer Management: Kevin Cox
- Customer Database/Listserv Mgmt & IT Problem Shoot: Kevin Cox & Kevin Barney
- PO Lead: Dave Kolsom

**Department Survey Ambassadors:**

- Capital Programs: Craig Peterson
- Campus Planning: Paula McQuillian
- Real Estate Services: Lief Tsai
- Finance: Ron Norris
- FM: Griselda Balanza
- CLS: Kevin Cox
- Audit: Tom Poon
- PMO: Mara Fellouris
- Police: Lenora Laughlin
- ITS: Kevin Barney
- HR: Yvette Guerrero