



University of California
San Francisco

FAS Managers' Town Hall

10/31/2016

Agenda

- **Welcome & Introduction** Paul Jenny
- **Guest Speaker** Dan Lowenstein, MD, Executive Vice Chancellor and Provost
- **Welcome** Becky Daro
- **Word from Our New SVC** Paul Jenny
- **Continuous Improvement Update** Mara Fellouris and Linda Kittle
- **UCSF / UC Hastings Partnership** Clare Shinnerl and Mike Denson
- **Announcements** Variety



Welcome

- **Campus Planning**
 - Cara Fladd, Director of Capital and Space Planning
- **Capital Programs**
 - Dick Chan, Associate Director Infrastructure and Special Projects
- **UCSF Information Technology**
 - Ryan Ball, Director, Office of the Chief Information Officer
- **Supply Chain Management**
 - Lian Sussmann, Application Program Manager
- **Campus Life Services**
 - Tony Fuzie, Assistant Director of Housing
 - Cathleen Stugard, Chief of Staff to Associate Vice Chancellor
 - Steve Najera, Administrative Manager, Facilities Services



Welcome

- **Program Management Office**

- Rhonda Hostetler, Program Manager
- Ahn Jiwajimnda, Program Manager

- **Controller's Office**

- Christine Chiang, Operations Accounting Manager
- Todd Vizenor, Contracts & Grants Acct. Compliance Lead
- Neal Williams, Contracts & Grants Acct. Support Team Manager
- Jennifer Zocchi, Accounting and Financial Reporting Manager

- **Office of the Senior Vice Chancellor**

- Stephanie Mackler, Executive Assistant to the Senior Vice Chancellor
- Paul Jenny, Senior Vice Chancellor Finance and Administration (FAS)

Audience Poll

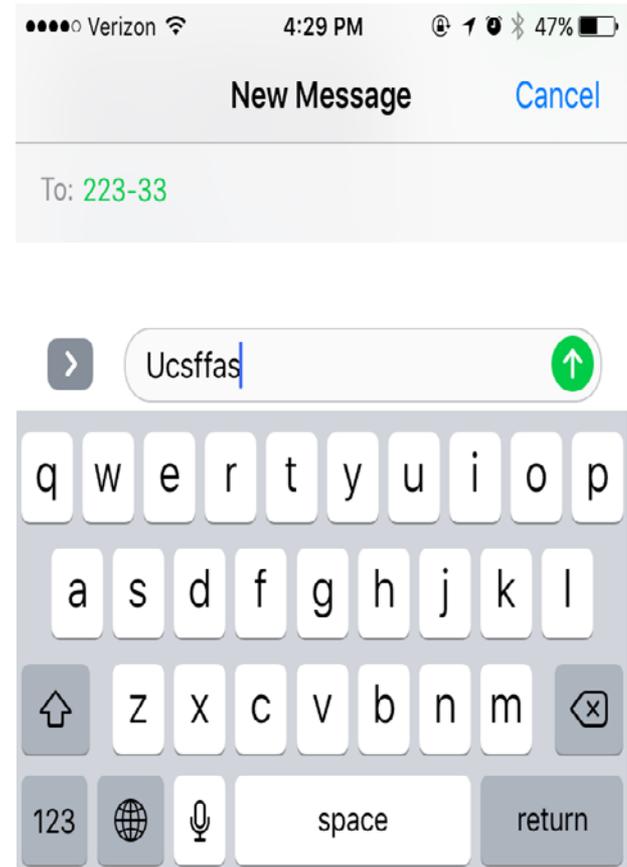
Setting Up Your Mobile Phone or Laptop

Mobile Phone:

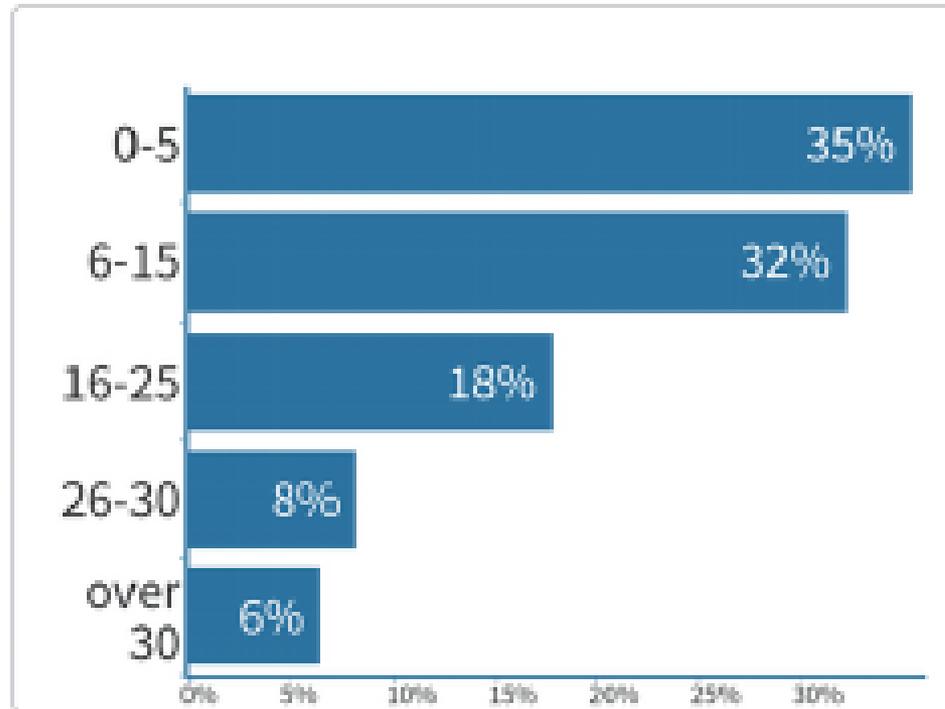
- Text To: 22333
- Enter: UCSFFAS (not case sensitive) into the text body
- Send

Laptop:

- Go to PollEv.com/UCSFFAS



How many years have you worked at UC?



Response options

0-5

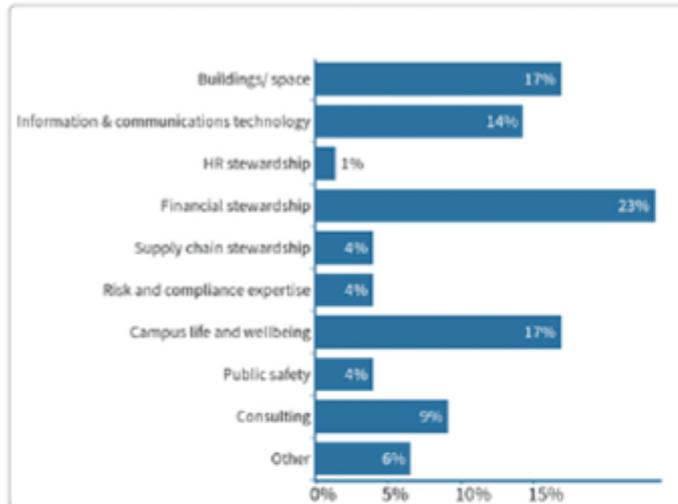
6-15

16-25

26-30

over 30

What do you primarily contribute to at UCSF?



Response options

Buildings/ space

Information & communications technology

HR stewardship

Financial stewardship

Supply chain stewardship

Risk and compliance expertise

Campus life and wellbeing

Public safety

Consulting

Other



Type single words that describe the work place culture attributes that are most important to you (separate words with space)



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Who is Paul Jenny?





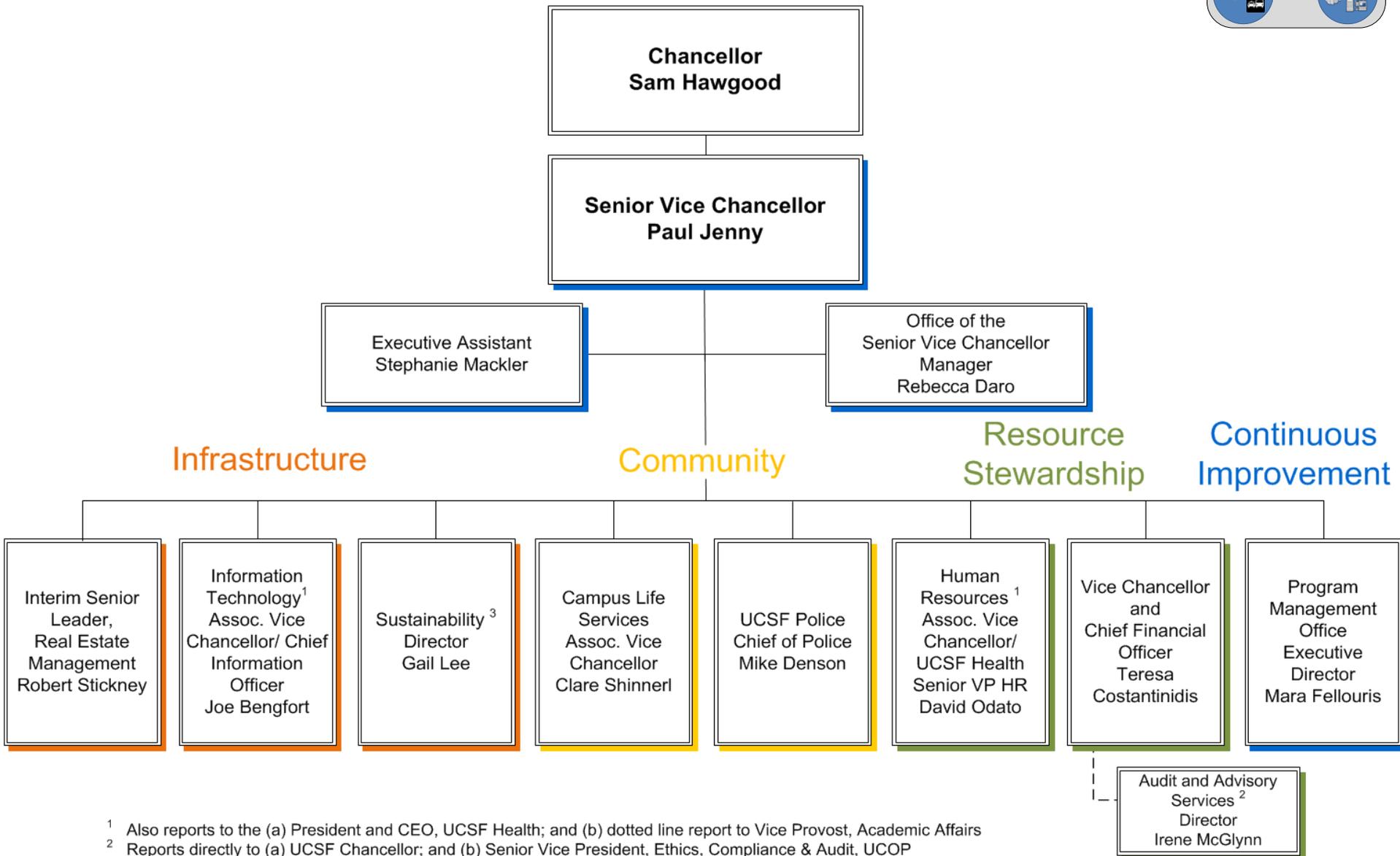
Ambition and Initial Priorities

Overall Ambition: Deliver outstanding administrative leadership and support to UCSF as it grows, accepting that we cannot expand our resources at the same pace or scale.

Four Initial Priorities:

1. Become much more integrated in how we are organized and how we work toward operating consistently at a high level of performance and speaking with one voice to the customer.
2. Update our strategic goals toward ensuring we can operate at our best as UCSF grows.
3. Execute Lean plans and processes across FAS – in service of the first two points.
4. Deliver effectively and manage our risks on our capital projects – currently running at \$1 billion.

FAS Executive Team



¹ Also reports to the (a) President and CEO, UCSF Health; and (b) dotted line report to Vice Provost, Academic Affairs

² Reports directly to (a) UCSF Chancellor; and (b) Senior Vice President, Ethics, Compliance & Audit, UCOP

³ Dotted line report to the Associate Chancellor



Professionalism
Respect
Integrity
Diversity
Excellence



UCSF



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Topics

- CI Program Overview
- Lean Focus Areas
- Pulse Check on your individual Lean Journey
- How We can Help
- Using Lean for FAS Strategic Planning

CI Program Overview

- “Year 3” of our FAS Journey
- FY 17 emphasis is to continue to build our improvement & innovation muscle
 - Lean activities, management concepts and values
 - Measurement to have objective data on how we’re doing
- Measurement update
 - Customer Survey Redesign –
 - Transition from unit based survey to satisfaction in meeting key customer needs (e.g recruiting a new employee, changing my benefits, etc)
 - Pilot for HR quarterly survey underway to better support continuous improvement
 - Learnings will be used as input to FAS-wide design
 - Operational Metrics – Develop process and common tools for collecting and reporting operational metrics
 - FAS True North Metrics – Long term multi-year outcome measures describing WHAT to achieve. Will guide 6-8 strategic priorities.



FAS Lean Update - Underway

HR: Visa Application Process

Standardize and streamline the application process for J-1 and H-1B visas.

FAS: Physical Asset Inventory

Better manage research equipment inventory by improving data quality, data access, and timely recording.

FS: Custodial Closet 5-S

Custodial orientation and training to help sustain closet and supply standardization.

HR: Transaction Processing

Initial improvement effort to improve efficiency and timeliness of HR transaction processing.

BRM: Financial Recharge

Improve clarity of communication between business partners and consistency and simplicity in the process and faster approvals.

CP & FS: Design Review

Flow Kaizen event to improve the capital project design review process to reduce time and improve review quality.

READ: Internal Procedures

Streamline and simplify the due diligence process for new leases and lease renewals.

FAS Lean Update – Ongoing PDCA

HR Recruitment & Selection

Implement actions identified to improve quality of candidates recruited via sourcing and reduce time from application to offer.

HR Onboarding

Check and adjust obstacles to flow during new badge distribution process and address inconsistent implementation of standard work.

HR Background Check

Standardize background check process for Campus and Health in line with new UC system, including added safeguards and efficient and timely onboarding.

Asset Tracking/Decision Support

Support the development of a tracking system to track campus assets.

Units involved:

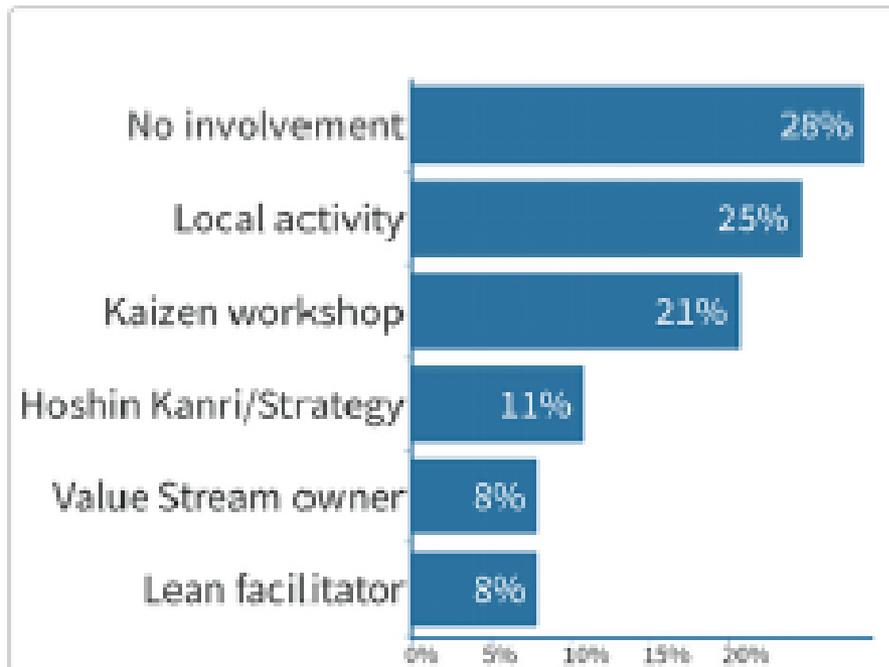
- Research Resource Program
- Supply Chain Management
- Committee on Business Technology

Capital Programs

17 ongoing improvement activities, including:

- Developing Standard Operating Procedures
- Creating 25+ process flowcharts
- Focused departmental strategic plan (A3 format)
- Ongoing PDCA

What level of involvement have you had in Lean activities?



Response options

No involvement

Local activity

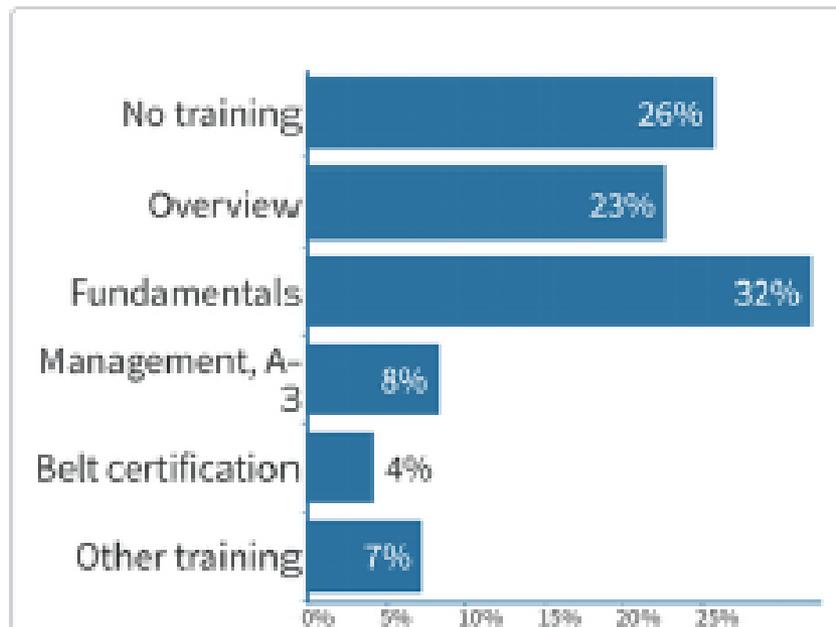
Kaizen workshop

Hoshin Kanri/Strategy

Value Stream owner

Lean facilitator

What level of Lean Training have you had?



Response options

No training

Overview

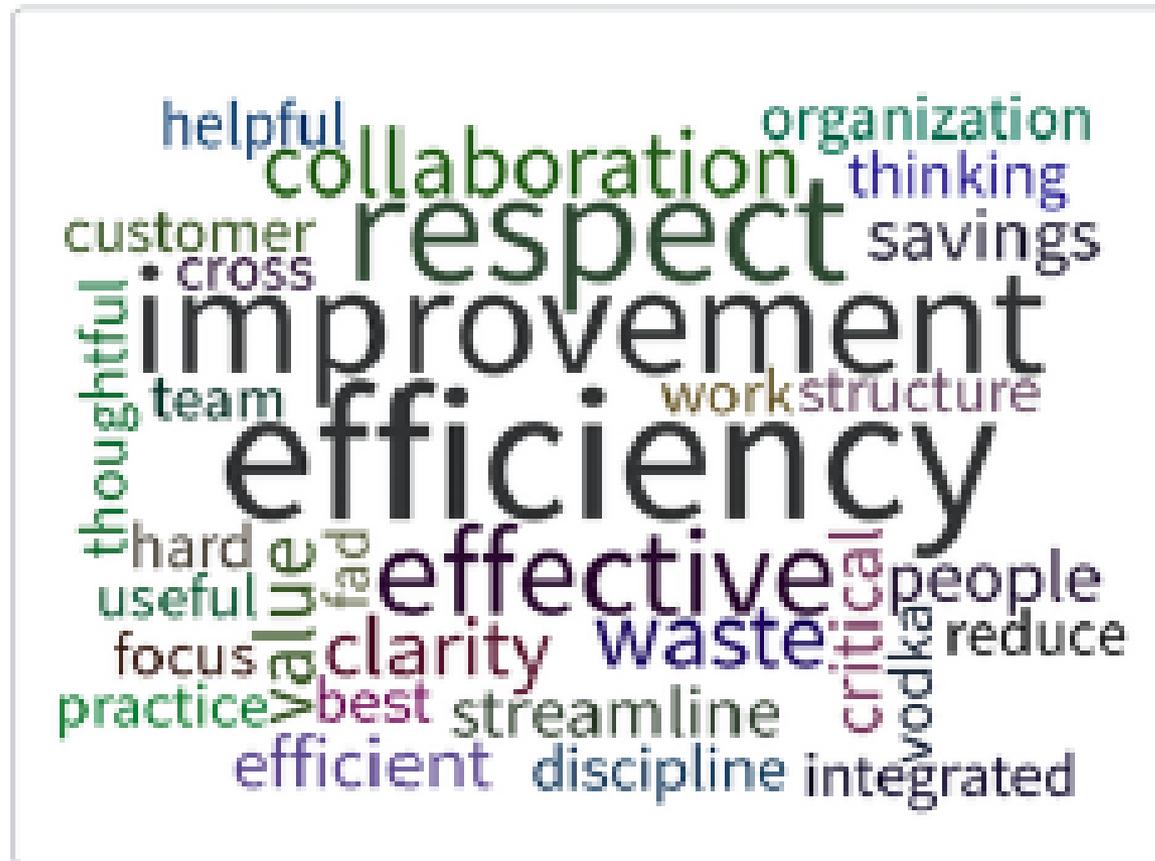
Fundamentals

Management, A-3

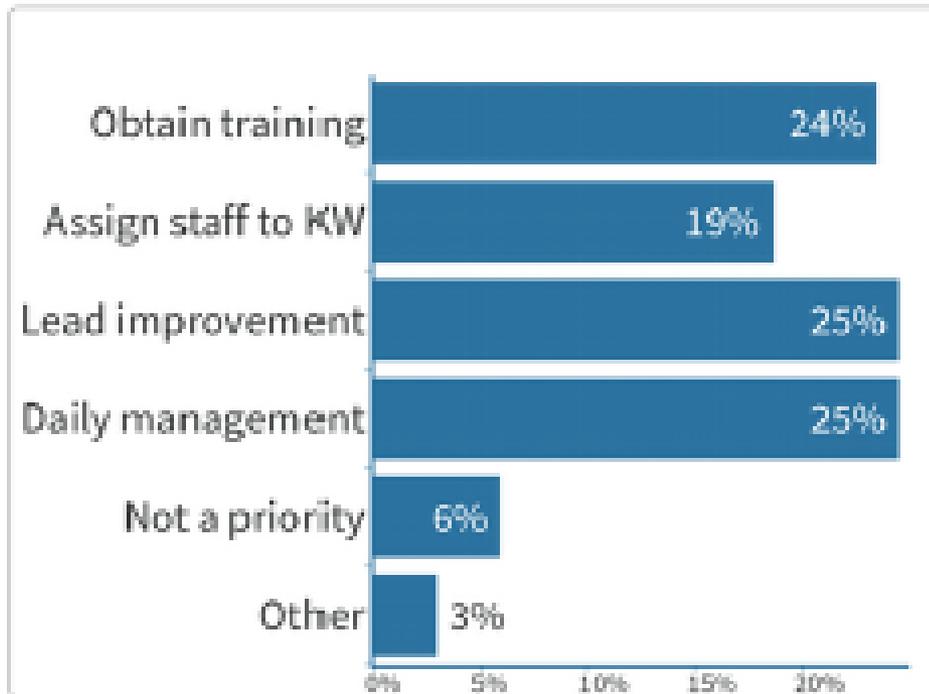
Belt certification

Other training

Based upon your level of knowledge about Lean, what is one word you would use to describe the value of Lean methodology to your organization?



What are you planning to commit this year to the FAS continuous improvement effort?



Response options

Obtain training

Assign staff to KW

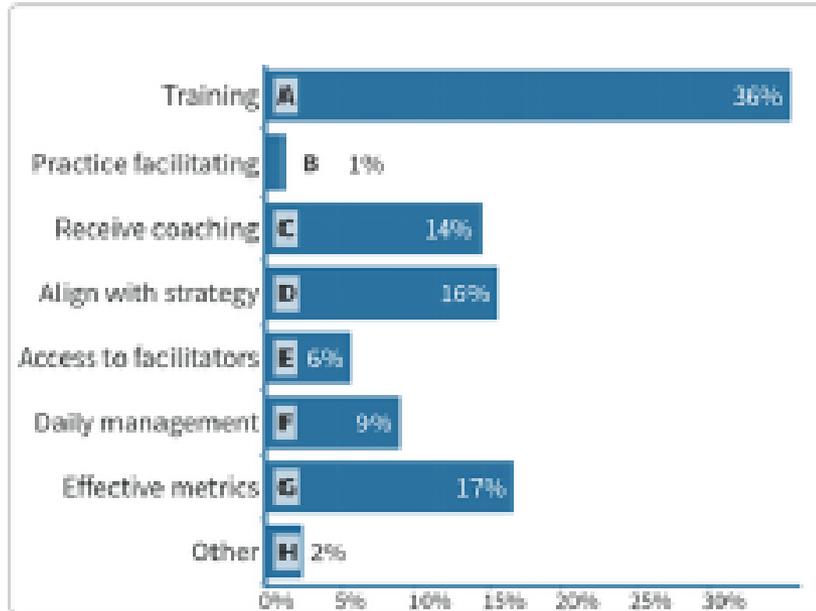
Lead improvement

Daily management

Not a priority

Other

What is the most important thing that would help you continue your Lean journey?



Response options

Training

Practice facilitating

Receive coaching

Align with strategy

Access to facilitators

Daily management

Effective metrics

Other

Types of Lean Support Available



Kaizen work and Implementation support

- Encourage new units to begin lean activities
- Support existing units to continue their journey



Materials & Accessibility

- Supported chatter group
- Quarterly brown bag discussions
- Develop accessible materials

Group Training & Coaching

- 4-day lean fundamentals training with coaching leading to white belt certification
- 3-day training and coaching leading to yellow belt certification
- 2-hour introduction to Lean concepts
- Coach developing lean practitioners



Coordination, Tracking and Monitoring

- Build resource bank of projects, people, outcomes
- Monitor results to assess real outcomes and encourage ongoing PDCA (Continuous improvement)
- Schedule / coordinate efforts

Using Lean for FAS Strategic Planning



Lean Management System Framework

Lean is a cultural transformation. The foundation is respect for people and embracing a spirit of continuous improvement based on the Plan-Do-Check-Act cycle for Strategy, Value Stream and Daily improvement.

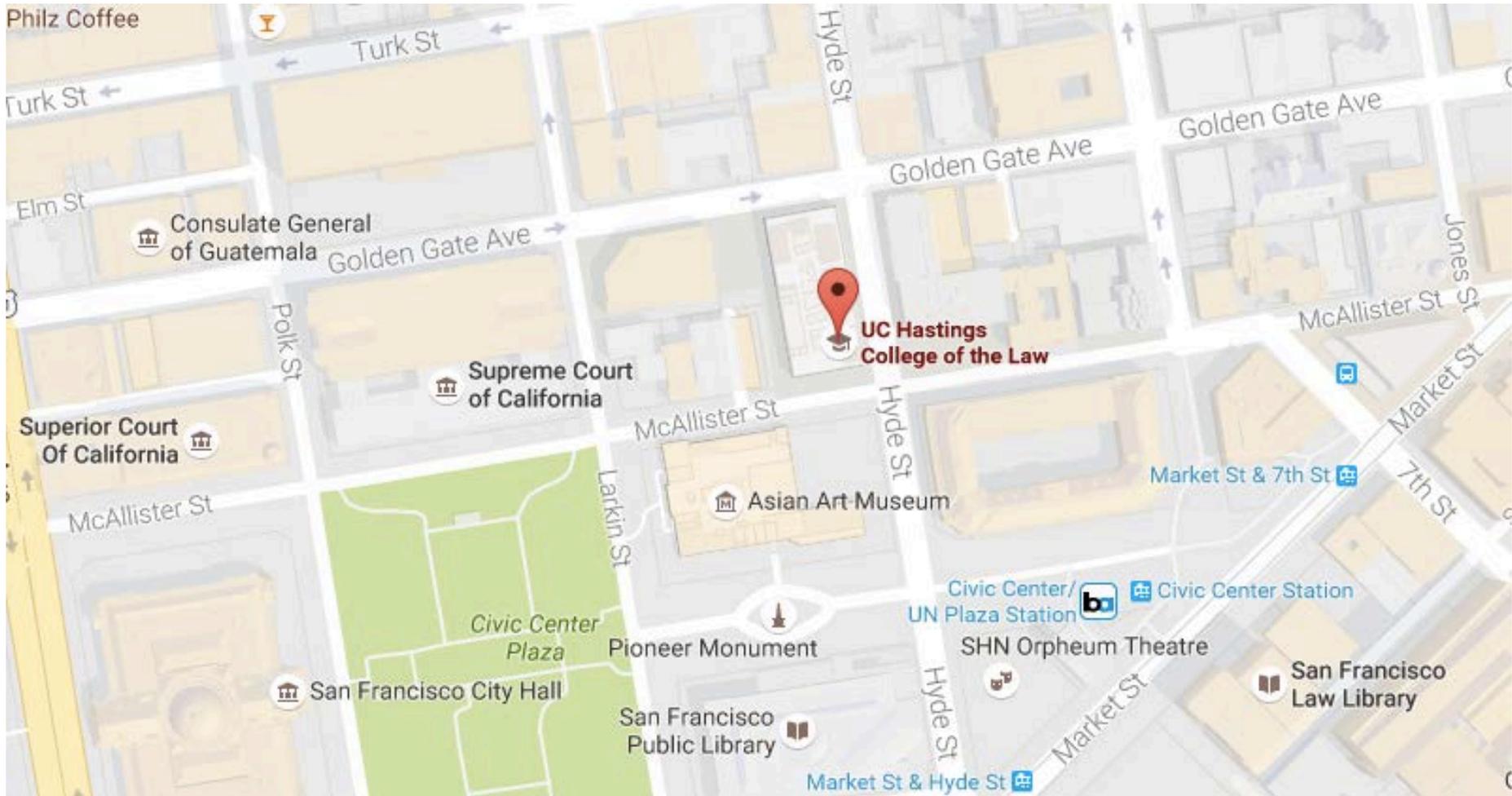
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About UC Hastings

- Founded in 1878 as the “law department” of the University of California, UC Hastings was established by the California Legislature with its own Board of Directors.
- **Independent of the UC Board of Regents.**
- UC Hastings is the oldest public law school in California, and is the only stand-alone, public law school in the nation.
- Located on McAllister Street (SF’s Civic Center/Tenderloin)

About UC Hastings



About UC Hastings

- As “nearby cousins,” UCSF and UC Hastings have **existing partnerships**
 - Documents & Media for course readers, business cards, Xerox
 - Joint academic partnerships, such as Masters of Science program in Health Policy and Law and several clinical programs
- Introducing two new partnerships: **Police & Security** and **Campus Housing & Academic Space**

Public Safety Partnership with UC Hastings



Police & Security - Overview

- Hired 10 Sr. Security Guards, one Sr. Security Guard Supervisor
- Filled all available Police Officer positions
- Beat includes areas surrounding Hastings
- 100 McAllister, 198 McAllister 200 McAllister and Parking Garage



Police & Security - Services

Police & Investigations

- 24 Hour Full Service Police Agency
- Community Customer Service
- Investigate all felony & misdemeanor with campus nexus
- Threat Management Team
- Participation in Students of Concern



911 Center

Vital in providing quality services to the Campus:

- Answering 911 calls originating from Hastings
- Dispatching police & security
- Monitoring fire and intrusion alarms
- Focal point of all police field communication



Security

Security Services Division consists of Security Services, and Property & Evidence:

- On-site security protection services
- Visitor check-in, ID Checks, lock-outs
- Video and door alarm monitoring
- Provides safety escorts to Hastings Community



Emergency Management

- “All Hazards” approach across enterprise
- Consultation on Emergency Action Plans (EAP) and Floor Wardens
- Emergency Operations Center
- Provide training and education as requested
- RAVE warning system



Police & Security – Golden Gate Ave.



Aerial view of man self-administering drugs in front of door to building stairwell. Homeless loiter streets surrounding UC Hastings Campus.



UC Hastings 2015 Annual Summary Report

ALL Referrals and Arrests for Selected Offenses occurred on Public Property

Offense Type	2013			2014			2015			Totals		
	Campus	Public	Housing	Campus	Public	Housing	Campus	Public	Housing	'13	'14	'15
DWI Arrests	0	0	0	0	0	0	0	0	0	0	0	0
Alcohol Offense: Referral	0	0	0	0	0	0	0	0	0	0	0	0
Alcohol Offense: Arrest	0	1	0	0	2	0	0	0	0	1	2	0
Drug Offense: Referral	0	0	0	0	0	0	0	0	0	0	0	0
Drug Offense: Arrest	0	72	0	0	68	0	0	42	0	72	68	42
Weapons Possession: Referral	0	0	0	0	3	0	0	0	0	0	3	0
Weapons Possession: Arrest	0	5	0	0	0	0	0	6	0	5	0	6

UC Hastings 2015 Annual Summary Report

Less than 15% of all reported 2015 crimes occurred on Campus or in Housing

Crime	2013			2014			2015			Totals		
	Campus	Public	Housing	Campus	Public	Housing	Campus	Public	Housing	'13	'14	'15
Homicide (Non-Negligent Manslaughter)	0	0	0	0	0	0	0	0	0	0	0	0
Negligent Manslaughter	0	0	0	0	0	0	0	0	0	0	0	0
Forcible Sex Offense	1	3	0	0	1	0	1	2	1	4	1	4
Non-Forcible Sex Offense	0	0	0	0	0	0	0	0	0	0	0	0
Robbery	2	31	0	0	17	0	0	19	0	33	17	19
Aggravated Assault	0	13	0	0	29	0	0	10	0	13	29	10
Burglary	3	0	0	0	0	0	4	0	0	3	0	4
Arson	0	0	0	0	0	0	1	1	0	0	0	2
Auto Theft	0	13	0	0	5	0	0	7	0	13	5	7
Truck/Bus Theft	0	0	0	0	0	0	0	1	0	0	0	1
Other Vehicle Theft	0	2	0	0	0	0	0	1	0	2	0	1
Total Motor Vehicle Theft	0	15	0	0	5	0	0	9	0	15	5	9

Dating Violence	0	0	0	0	1	0	1	1	1	0	1	3
Domestic Violence	0	2	0	0	0	0	0	1	0	2	0	1
Stalking	1	0	0	0	0	0	0	0	0	1	0	0
Forcible Fondling	0	0	0	0	1	0	0	1	0	0	1	1

Campus Housing and Academic Space

- Similar to all law schools in the US, Hastings has **downsized enrollment by 30%** since 2010. Fewer than 1,000 students are enrolled, with no material growth forecasted.
- As a result, Hastings has **excess space** – housing and academic.
- Even though smaller, Hastings needs to undertake a series of space developments and renovations to stay competitive.
- UC Hastings **needs a partner to fill supply** and to **generate revenue** through rents (housing) and leases (academic space & auxiliary space).
- For the past 18 months, UCSF has been working towards a partnership that would yield approx. **467 units** for UCSF.
- Units would be primarily for students & trainees but will also include some faculty units.

Campus Housing and Academic Space

- Snodgrass Hall + New Annex ① = Phase 1 (2022) 592 units
- McAllister Tower ② = Phase 2 (2025) 341 units
- **933 total units. 50% share for UCSF = 467 units**

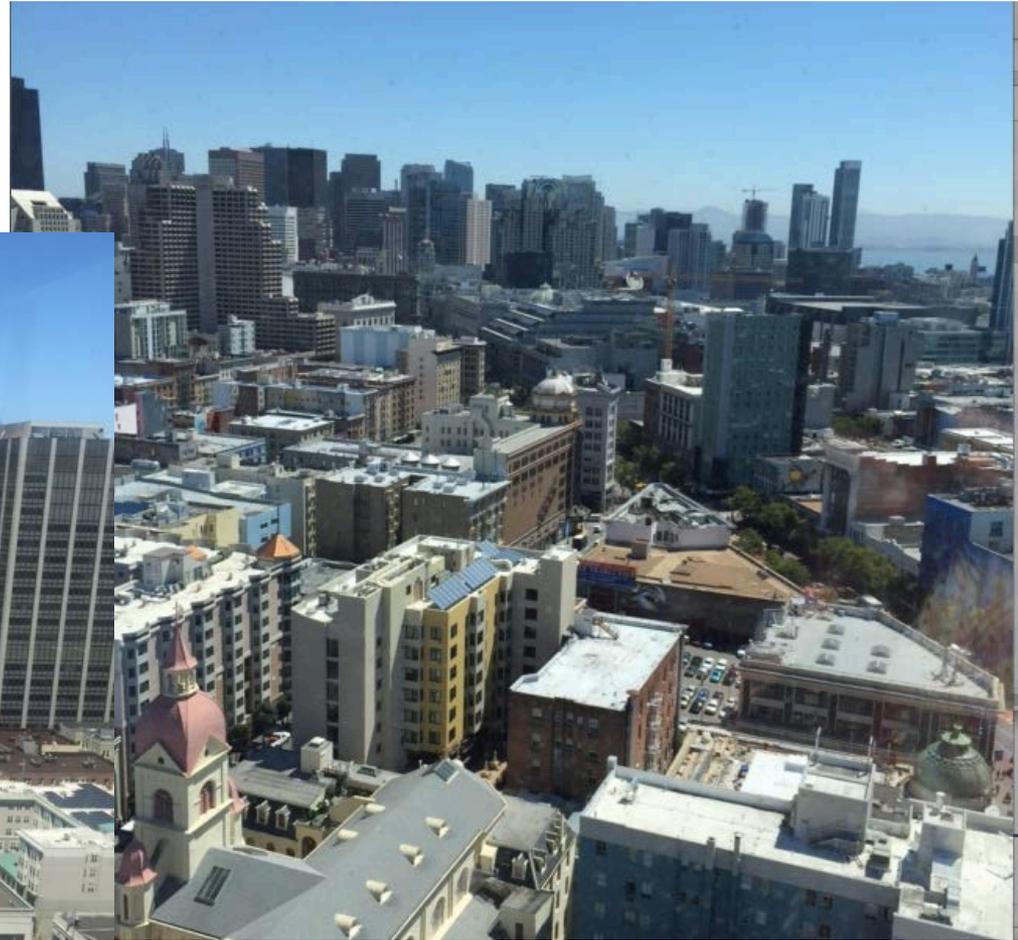


Campus Housing and Academic Space

- In addition to housing, both buildings contain plans for academic and auxiliary space.
- In McAllister Tower
 - Floor 24 includes a **club house** which is periodically used for special events and could be **significantly enhanced**.
 - Ground floor includes an **unoccupied cathedral** with 60 ft high ceilings (Building was constructed by the Methodist church). Could be **converted into a large auditorium or conference center**.
- In 198 McAllister
 - Ground floor will have a gym, retail space

Map & Views & Features on Campus

360 views from club house and penthouse



Map & Views & Features on Campus

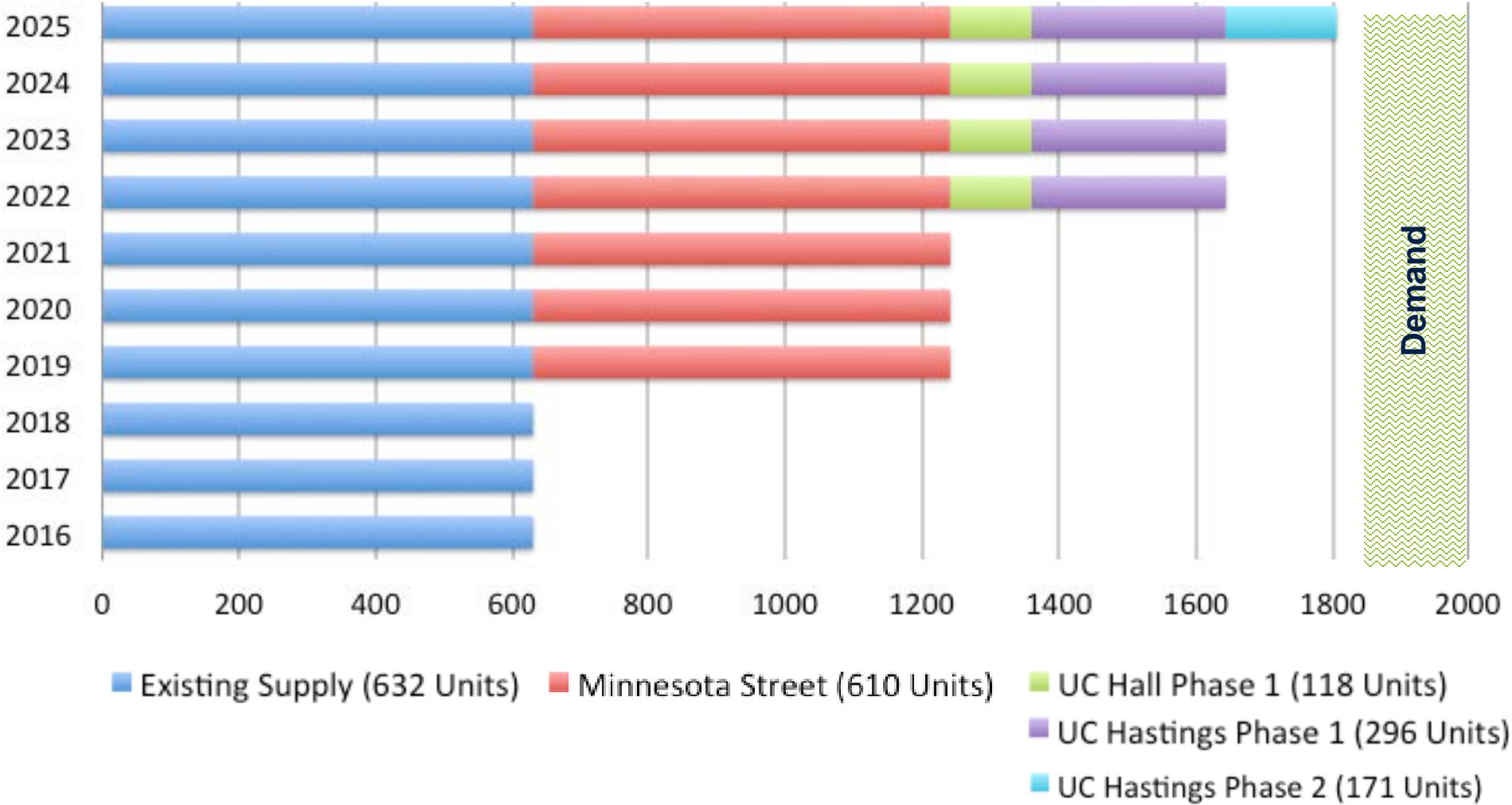
360 views from club house and penthouse floors



Benefits to Partnership

- UCSF students can **share amenity** space on the Hasting's campus, such as library, food service, gym, social space, etc.
- Because both of our universities are **graduate-level and top-tier**, our students/trainees should be compatible and of similar age.
- Would include a critical mass of UCSF students, fostering a sense of community.
- Hastings is in the **heart of the city** – desirable to students/trainees.
- Location is **convenient**: 1 block from the Civic Center's BART station; UCSF shuttles already drive by (Yellow and Blue).
- One of the biggest benefits: **Fills a gap** in our long-term supply of student/trainee housing.

4 Planned Projects Nearly Meet Demand by 2025



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Next Staff Engagement Survey on Feb. 27, 2017

MANAGER'S GUIDE

Staff Engagement

def. *Engaged staff members are fully involved in and enthusiastic about their work. They act in ways that support their own success and further the organization's mission.*

This guide will assist you in leveraging the UCSF engagement survey results to take actions that build and sustain your team's engagement.

Visit <http://learning.ucsf.edu/engagement-resources> for this guide and more...

Back by popular demand!

UCSF step it up! Challenge



November 14th to December 16th

Online challenge is open to UCSF faculty and staff

The Holiday Edition
move more and eat better!

Earn points to win more giveaways than ever -

We're giving away 10 gift cards every week!

enroll at:
stepitup.ucsf.edu

UCSF

University of California
San Francisco
advancing health worldwide

UCSF

Dine. Shop. Travel. **Save**



Did someone say discounts?



UCSF Passport Discount Program

GPS-enabled local & nationwide discounts from your smart phone, tablet, and desktop.

Sign up for free. <http://tinyurl.com/UCSFpassport>



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