FAS Managers' Town Hall

June 14, 2012

Agenda

- **Welcome & Introduction**   J. Plotts

- **Guest Speaker**   R. Kelly, Director California Institute for
                                                                        Quantitative Biosciences (QB3)

- **Welcome New Town Hall Participants**   B. Daro

- **Survey Updates**   B. Daro

- **Selected Accomplishments**   Department Heads and J. Plotts

- **FAS Alignment To UCSF's 2014-15 Plan**   J. Plotts
 **Q&A**

Welcome

- **Campus Life Services**
  - Erick Villalobos, Associate Director in Transportation Services

- **Finance – Budget and Resource Management Office**
  - Louisa Burgio, Director of Decision Support in the Office of Decision Support, Planning and Analysis
  - Debra Harris, Director of Resource Administration in the Office of Research Administration and Budget

- **Finance – Controller's Office**
  - Nora Watanabe, Manager for Billing and Accounts Receivable

- **Program Management Office**
  - Ravinder Dhurvas, Financial and Data Reporting Specialist
  - Kristen Jensen, Financial and Data Reporting Specialist
  - Andy Kruger, Resource Management and Budgeting Specialist

- **ITS**
  - Karen O'Neill, Director of IT Operations

Results Employee Engagement Pulse Survey

	UCSF	FAS
Response Rate	16%	59%
% Yes:		
1. Gallup results were reviewed with employees in my organization	75%	88%
2. My work group developed an action plan(s) to address survey findings	64%	84%
3. I have seen progress on our action plan(s)	50%	73%

The Effect of Follow-Up on Engagement

In the past year, did you make progress on your Action Plan?
5 – Strongly Agree, 1 – Strongly Disagree
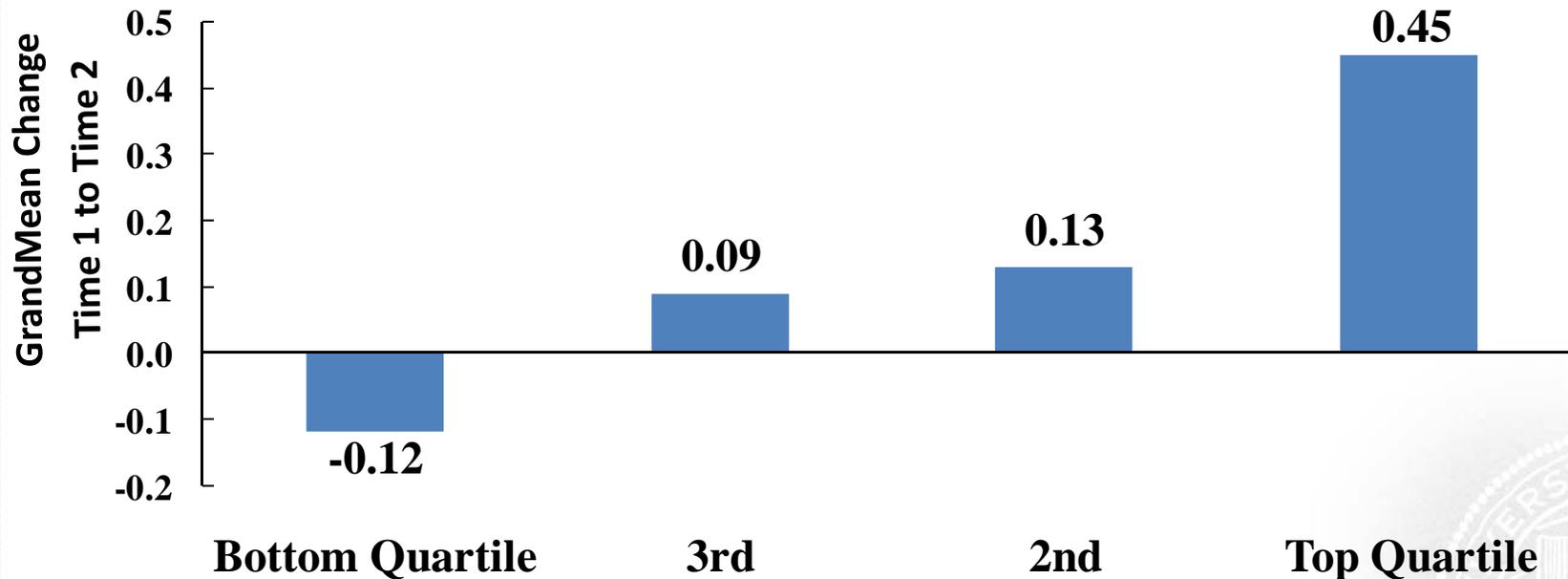
A .10 improvement in Engagement Score is considered good.
A .20 improvement in Engagement Score is considered excellent.

Source: Gallup, Inc.

FAS Action Plans Address a Wide Range of Engagement Drivers; Recognition, Relationships and Development are Most Common

	Employee Engagement Question	Number Of Action Plans Developed By FAS Work Groups
Basic Needs	Q01. I know what is expected of me at work.	6
	Q02. I have the materials and equipment I need to do my work right.	4
Individual Contribution	Q03. At work, I have the opportunity to do what I do best every day.	3
	Q04. In the last seven days, I have received recognition or praise for doing good work.	21
	Q05. My supervisor, or someone at work, cares about me as a person.	0
	Q06. There is someone at work who encourages my development.	13
Team Work	Q07. At work, my opinions seem to count.	4
	Q08. The mission or purpose of my organization makes me feel my job is important	8
	Q09. My coworkers are committed to doing quality work.	4
	Q10. I have a best friend at work.	16
Growth	Q11. In the last six months, someone at work has talked to me about my progress.	9
	Q12. This last year, I have had opportunities at work to learn and grow.	9

Employee Engagement Next Steps

- **Communicate pulse survey results to employees:**
    - FAS results in all FAS employee communication
    - Department / work group results through ambassadors and department heads

- **The goal is continuous improvement:**
    - CEC Tactic & Metric: Create action plans for all UCSF employees and resurvey toward improving engagement, by 6/30/13
    - Taking actions to improve employee engagement is a required FAS department performance goal
    - Managers/supervisors provide leadership in driving follow-up; but make engagement everyone's job

FAS Customer Service Update

- **The goal is continuous improvement:**
  - Departments have implemented customer service improvement plans in FY11-12 to address 2010 customer survey results
  - Customer service will continue to be a required performance goal in FY12-13 with the goal of continuous improvement
- **FAS customer survey being planned for September 2012:**
  - Survey will be mostly the same as 2010, with a focus on:
    - Tracking the trend in overall satisfaction
    - Tracking the trend in department specific questions related to our C.A.R.E. customer service standards
    - Capturing customer comments
  - A few changes to the survey:
    - Separate section to rate campus wide business tools
    - Exclude UCSF HR – to address commitment to OE CC to capture more frequent and detailed feedback during the organization transition

Thank You Survey Team!

Customer Service Team:

Champion: Chief Pam Roskowski

Implementation Team: Ron Norris, Kevin Cox, Becky Daro, Tracey Gearlds, Dave Kolsom, Betty Moy

Survey Ambassadors (Customer and Employee Engagement):

- Audit: Tom Poon
- Capital Programs: Craig Peterson
- Campus Planning: Gene Zanko
- Real Estate Services: Lief Tsai, new TBD
- Finance: Ron Norris
- FM: Emma Perez, taking over for Jon Giacomi
- CLS: Cindy Yoxsimer, taking over for Kevin Cox
- PMO: Jill Goldsmith
- Police: Lenora Laughlin
- ITS: Michelle Fanner, taking over for Kevin Barney
- HR: Mike Wang

Selected Accomplishments

Thank You FAS!

UCSF's 2014-15 Plan

VISION:

To be the world's preeminent health sciences innovator.

2014-15 GOALS

1 Provide unparalleled care to our patients

2 Improve health worldwide through innovative science

3 Attract and support the most talented and diverse trainees in the health sciences

4 Be the workplace of choice for diverse, top-tier talent

5 Create a financially sustainable enterprise-wide business model

STRATEGIES

1

Hire and retain the top healthcare providers

Accelerate the translation of groundbreaking science into therapies for our patients worldwide.

Provide a world-class patient experience.

2

Promote collaboration and cross-disciplinary efforts within the UCSF research community

Invest in infrastructure that enables UCSF to excel at basic, clinical and population research

Lead and influence biomedical research policy at the national and international levels.

3

Increase professional and graduate student financial support.

Develop infrastructure to support new experiential, team-based, interdisciplinary learning models.

Create a learning environment in which our trainees thrive.

4

Establish and communicate clear goals and direction – at all levels.

Enhance development opportunities for faculty and staff.

Compensate faculty and staff based on performance and at market levels.

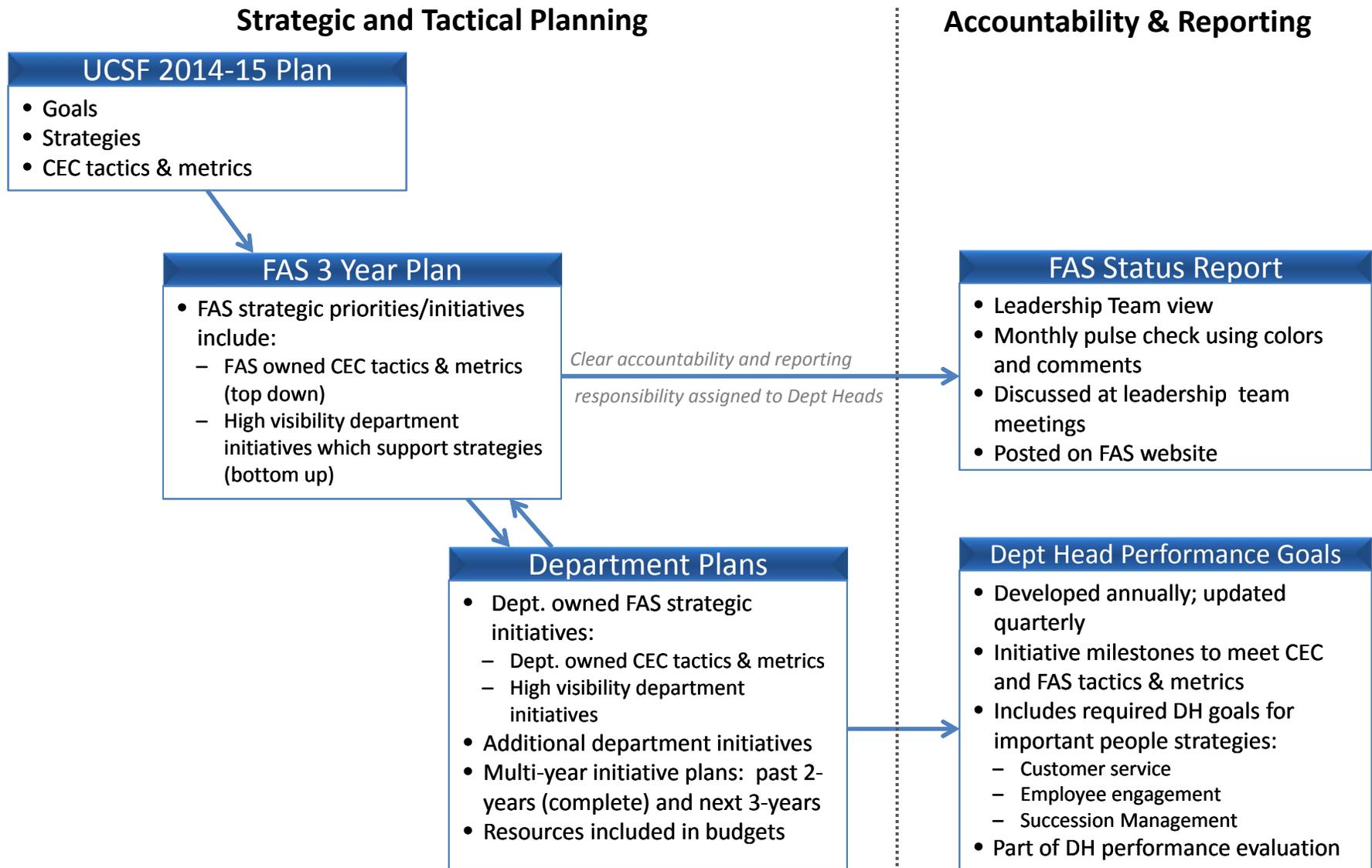Create an environment in which faculty and staff can thrive.

5

Collaborate with our local community on educational and economic opportunities and health enhancement

Design and implement transparent and effective budgeting and planning processes.

Maximize existing revenue streams, develop new ones and continue OE efforts to manage costs.

The FAS Planning and Reporting Processes Assure Resources Are Focused On Supporting the UCSF Plan

Strategic and Tactical Planning

Accountability & Reporting

UCSF 2014-15 Plan
- Goals
- Strategies
- CEC tactics & metrics

FAS 3 Year Plan
- FAS strategic priorities/initiatives include:
  - FAS owned CEC tactics & metrics (top down)
  - High visibility department initiatives which support strategies (bottom up)

Clear accountability and reporting responsibility assigned to Dept Heads

FAS Status Report
- Leadership Team view
- Monthly pulse check using colors and comments
- Discussed at leadership team meetings
- Posted on FAS website

Department Plans
- Dept. owned FAS strategic initiatives:
  - Dept. owned CEC tactics & metrics
  - High visibility department initiatives
- Additional department initiatives
- Multi-year initiative plans: past 2-years (complete) and next 3-years
- Resources included in budgets

Dept Head Performance Goals
- Developed annually; updated quarterly
- Initiative milestones to meet CEC and FAS tactics & metrics
- Includes required DH goals for important people strategies:
  - Customer service
  - Employee engagement
  - Succession Management
- Part of DH performance evaluation

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CEC Tactics & Metrics Owned or Supported by FAS

1 Provide unparalleled care to our patients	2 Improve health through innovative science	3 Attract and support the most talented and diverse trainees in the health sciences
Develop proposal for a centralized candidate sourcing function for UCSF, by 6/30/14	Enhance existing data repositories and mining tools; improve existing views of data by 6/30/12	

Blue = Owns or supports CEC tactic & metric (Top down)

Black = Supports UCSF strategy (bottom up)

( ) = Indicates Reporting Responsibility

FAS Strategic Initiatives Are Aligned With UCSF's Goals And 2014-15 Plan

① Provide unparalleled care to our patients	② Improve health through innovative science	③ Attract and support the most talented and diverse trainees in the health sciences
Centralized Candidate Sourcing (DO)	**Enhance Service And Data For Researchers** (EH)	

Patient Parking • Mission Bay (MB) • Mt Zion (EM) Research / Clinical Space • Faculty Office Building (MB) • 1500 Owens St (EM)	**Capital Infrastructure**	• Seismic Projects (MB) • Facility Investment Needs (AH) • Disabled Access (MB)
Enhance Voice Network (EH)	**Technology Infrastructure**	

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CEC Tactics & Metrics Owned or Supported by FAS

4	**Be the workplace of choice for diverse, top-tier talent**		
a. Establish & communicate clear goals & direction	b. Enhance development opportunities for faculty & staff	c. Compensate faculty & staff based on performance & at market levels	d. Create an environment in which faculty & staff can thrive
Develop process to cascade UCSF strategic goals throughout organization to ensure accountability, goal management and tracking/reporting process by 6/30/13 **Develop a reward and recognition program aligned to achieving strategic goals, by 6/30/12**	**Complete succession management and development plans for top two levels of organization by 6/30/13**	**Develop job families, including market pricing positions, for all non-represented staff by 6/30/15**	**Create action plans for all UCSF units and resurvey toward improving employee engagement, by 6/30/13**

Blue = Owns or supports CEC tactic & metric (Top down)

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FAS Strategic Initiatives Are Aligned With UCSF's Goals And 2014-15 Plan

(4) Be the workplace of choice for diverse, top-tier talent			
a. Establish & communicate clear goals & direction	b. Enhance development opportunities for faculty & staff	c. Compensate faculty & staff based on performance & at market levels	d. Create an environment in which faculty & staff can thrive
Cascade UCSF Goals (DO) **Reward And Recognition** (DO)	**Succession Management** (DO & FAS required)	**Job Families** (DO)	**Employee Engagement** (DO & FAS required) **FAS Customer Service** (PR & FAS required) **Public Safety** (PR) • Mission Bay public safety plan • Emergency Care & Shelter • Business Continuity Planning • Mass Notification • Seismically Resilient 911 ECC **People As A Priority: Workplace Resources & Best Practice Improvements** (AH)

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CEC Tactics & Metrics Owned or Supported by FAS

5 Create a financially sustainable enterprise-wide business model

a. Collaborate with our local community on education and economic opportunities and health enhancements	b. Design & implement transparent and effective budgeting and planning processes	c. Maximize existing revenue streams, develop new ones and continue Operational Excellence efforts to manage costs	
Complete the LRDP, with community involvement, obtain approval from the Regents by 12/31/14	**Develop a long range enterprise wide financial forecast by 12/31/11 and school specific strategic plans and forecasts by 10/31/12** **By 12/31/12, form a Space Committee with an enterprise wide scope and authority, develop a Space Policy and Principles Document and, in alignment with those principles, develop a space plan for Laurel Heights campus** **In partnership with OP and the Regents, create a working group to examine alternative, mutually-beneficial governance and financial relationships. Present recommendations to the Regents by 7/31/12**	**Achieve target of $50M in ongoing savings from operational excellence initiatives by 6/30/14**	**Evaluate and develop business cases for at least five revenue opportunities. Make go/no-go decisions on each by 10/31/12**

FAS Strategic Initiatives Are Aligned With UCSF's Goals And 2014-15 Plan

(5) Create a financially sustainable enterprise-wide business model

a. Collaborate with our local community on education and economic opportunities and health enhancements	b. Design & implement transparent and effective budgeting and planning processes	c. Maximize existing revenue streams, develop new ones and continue Operational Excellence efforts to manage costs	

a. Collaborate with our local community on education and economic opportunities and health enhancements

Long Range Development Plan (LRDP) (LY)

b. Design & implement transparent and effective budgeting and planning processes

Enterprise-Wide Planning & New UCSF Business Model (EV)
- Ten Year Financial Plan
- Funding Streams: Systemwide Assessment Distribution
- Pooled Benefits Rate

OE Finance: Reporting & Budgeting Project (EV)
- Chart of Accounts (COA)
- Resource Planning and Budget Tool
- Financial & Managerial Reporting
- Financial Forecasting & Modeling Tool
- Enterprise-Wide Financial Statements

Space Utilization and Management
- Support Enterprise-Wide Space Committee (LY)
- Lease Consolidation (EM)
- FAS Space Optimization (LY)
- Capital Project Management System (MB)
- Enterprise-Wide Property Intranet (EM)

Future Of UCSF (JEP)

c. Maximize existing revenue streams, develop new ones and continue Operational Excellence efforts to manage costs

Operational Excellence
OE IT (EH)
- Enhance Campus Data Network (Wireless)
- Consolidate Desktop Support
- Consolidate Data Centers
OE Finance: Efficiency (EV)
- Financial Processes & Policies (GL Verification)
OE Research (MF)
- eProposal
- Research Clusters
OE HR
- HRIS: Case Management System (MF)
- Campus HR Shared Services (DO)
- AP Recruit (DO)
Strategic Sourcing
- BearBuy @ UCSF (EV)

Collaboration & Continuous Improvement to Achieve Efficiencies
- Consolidate Med Ctr / Campus Network (EH)
- UCB/UCSF Procurement Collaboration (EV)
- UCOP Sourcing and Procurement Initiative (EV)
- Med Ctr / Campus Business Process and System Alignment: COA and GL (EV)
- HRIS: UC Path (MF)
- Print Management (AH)

Sustainable & Resource Efficient Environment (AH)
- Energy Management Projects
- Water Efficiency
- Reduce Carbon Allowance Cost

Revenue Opportunities
- **Grants & F&A** (EV)
- **Balance Sheet Management** (EV)

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Q & A

Appendix

- **UCSF's 2014-15 Plan, Including Tactics & Metrics**

- **FAS Strategic Initiatives Aligned with UCSF Plan**

UCSF's 2014-15 Plan

VISION:

To be the world's preeminent health sciences innovator.

2014-15 GOALS

1 Provide unparalleled care to our patients

2 Improve health worldwide through innovative science

3 Attract and support the most talented and diverse trainees in the health sciences

4 Be the workplace of choice for diverse, top-tier talent

5 Create a financially sustainable enterprise-wide business model

STRATEGIES

1

Hire and retain the top healthcare providers

Accelerate the translation of groundbreaking science into therapies for our patients worldwide.

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2

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Lead and influence biomedical research policy at the national and international levels.

3

Increase professional and graduate student financial support.

Develop infrastructure to support new experiential, team-based, interdisciplinary learning models.

Create a learning environment in which our trainees thrive.

4

Establish and communicate clear goals and direction – at all levels.

Enhance development opportunities for faculty and staff.

Compensate faculty and staff based on performance and at market levels.

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5

Collaborate with our local community on educational and economic opportunities and health enhancement

Design and implement transparent and effective budgeting and planning processes.

Maximize existing revenue streams, develop new ones and continue OE efforts to manage costs.

1. Provide unparalleled care to our patients

Strategies

a. Hire and retain the top healthcare providers

b. Accelerate the translation of groundbreaking science into therapies for patients worldwide.

c. Provide a world-class patient experience.

Tactics & Metrics

1. Improve patient satisfaction by building accountability systems, developing leadership and enhancing employee and physician satisfaction by June 2013. Implement clinical enterprise-wide initiative to improve operations efficiency and clinical outcomes by June 2015.

✓2. Develop proposal for a centralized candidate sourcing function for UCSF, by 6/30/14.

✓ = Cascade to FAS Plan

1. Improve existing clinical trials infrastructure. *Milestones:*
   - By 6/30/12, begin implementation of key plan tactics for T1 Research across UCSF
   - By 6/30/12, put in place one stop portals for clinical trials information (OnCore and Clinical HUB)
2. Identify and support industry partnerships that aid clinical and translational research. *Milestones:*
   - Finalize 1 or 2 new partnerships with the goal of increasing private funding of UCSF translational science, by 6/30/13.

1. Open the UCSF Medical Center at Mission Bay and finalize plans for Parnassus and Mount Zion backfill project by 6/30/15.
2. Improve access to UCSF Medical Group specialty groups as measured by third available appointment.
3. Implement Electronic Medical Record (APeX) by June 2012.
4. Achieve top quartile in Quality, Safety and Patient Satisfaction metrics by 6/30/15.

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2. Improve health worldwide through innovative science

Strategies

a. Promote collaboration and cross disciplinary efforts within UCSF

b. Invest in infrastructure that enables UCSF to excel at basic, clinical and population research

c. Lead and influence biomedical research policy at the national and international levels.

Tactics & Milestones

Develop an infrastructure to establish UCSF leadership in bioinformatics. *Milestones:*

- By 12/31/12, develop a plan for leveraging computational sciences to promote translational research.
- By 12/31/12, establish a new partnership with another UC campus to share best practices and ideas.
- By 6/30/14, build a Bioinformatics initiative across all schools, including setting targets for hiring and training.

Improve infrastructure to support basic clinical and population research. *Milestones:*

- Expand and staff Research Development office by 6/30/12 to build a community to share best practices in grant pursuit and writing
- Continue ongoing efforts to invest in Enabling Technology Centers.
- ✔ Enhance existing data repositories and mining tools; improve existing views of data by 6/30/12

Identify impactful, innovative initiatives in biomedical research that can proactively influence policy. *Milestones:*

- Establish at least two agency partnerships in which UCSF plays a senior advisor role by 12/31/12
- Develop a minimum of one pilot program by 12/31/12; involving collaboration between UCSF and a government entity with a high-impact objective.
- By 6/3012, initiate work on project to explore innovative research models, with potential policy implications

✔ = Cascade to FAS Plan

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3. Attract and support the most talented and diverse trainees in the health sciences

Strategies

a. Increase professional and graduate student financial support

b. Develop infrastructure to support new experiential, team-based, interdisciplinary learning models

c. Create a learning environment in which our students thrive.

Tactics & Metrics

1. Launch Chancellor's Education Fundraising Initiative by 4/21/12, and secure between $100M and $140M for education (including $75M-$100M for student aid) by 6/30/15.
2. Complete a comprehensive review of PhD curricula, identify ways to accelerate student progression, and reduce median time-to-degree by 10% by 6/30/14.
3. Develop an integrated graduate education, faculty support and research fundraising initiative by 9/1/12.

✔ = Cascade to FAS Plan

1. Establish IPHE Center infrastructure by 12/31/12.
2. Develop a business plan for Parnassus and Mission Bay Learning Commons by 5/29/12.
3. Develop a business plan to integrate and maintain a robust campus-wide digital learning environment by 3/31/12.

1. Open the Multicultural Resource Center by 6/30/12.
2. Institute comprehensive program to train faculty in the use of technology and develop new technology tools that enhance learning for students by 6/1/13.
3. Initiate at least two self-supporting online Masters degree programs and/or certificates by Fall 2014.
4. Create international opportunities for students across three continents by Fall, 2013.

4. Be the workplace of choice for diverse, top-tier talent
Ensure diversity, equity and inclusion

Strategies

a. Establish and communicate clear goals and direction- at all levels

b. Enhance development opportunities for faculty and staff

c. Compensate faculty and staff based on performance and at market levels

d. Create an environment in which faculty and staff can thrive

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Tactics & Metrics

✓ 1. Develop process to cascade UCSF strategic goals throughout organization to ensure accountability, goal management and tracking/reporting process by 6/30/13.

✓ 2. Develop a reward and recognition program aligned to achieving strategic goals, by 6/30/12.

✓ = Cascade to FAS Plan

✓ 1. Complete succession management and development plans for top two levels of organization by 6/30/13.

2. Develop 3 year plan and initiatives for faculty development programs based on analysis of faculty climate survey by 6/30/12.

✓ 1. Develop job families, including market pricing positions, for all non-represented staff by 6/30/15.

2. Develop fundraising strategies for endowed chairs and other faculty support, both as part of other ongoing campaigns and by identifying potential foundations for a transformational gift by 6/30/14.

✓ 1. Create action plans for all UCSF units and resurvey toward improving employee engagement, by 6/30/13.

2. Increase efficiency via IT systems and develop 3 year plan and initiatives to improve faculty climate based on analysis of faculty climate survey by 6/30/13.

3. Complete Climate Survey in Fall 2012, develop action plan based on results by 6/30/13.

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5. Create a financially-sustainable, enterprise-wide business model
In support of UCSF's public mission

Strategies

a. Collaborate with our local community on educational and economic opportunities and health enhancement

b. Design and implement transparent and effective enterprise-wide budgeting and planning processes.

c. Maximize existing revenue streams, develop new ones and continue Operational Excellence efforts to manage costs.

Tactics & Metrics

1. By 12/31/14, implement the San Francisco Health Improvement Partnerships' plan to collaborate on four high-impact community programs with the SF Department of Public Health, the SF Unified School District, and other civic and community stakeholders.

2. As part of UCSF's local hiring initiative, increase the percentage of total construction hours performed by qualified local resident workers on UCSF building projects >$5 million to 25% in 2012 and to 35% by 12/31/14.

3. ✓ Complete the LRDP, with community involvement, obtain approval from the Regents by 12/31/14.

✓ Develop a long range enterprise-wide financial forecast by 12/31/11 and school-specific strategic plans and forecasts by 10/31/12.

✓ In partnership with OP and the Regents, create a working group to examine alternative, mutually-beneficial governance and financial relationships. Present recommendations to the Regents by 7/31/12.

✓ By 12/31/12, form a Space Committee with an enterprise-wide scope and authority, develop a Space Policy and Principles Document and, in alignment with those principles, develop a space plan for the Laurel Heights campus.

✓ Evaluate and develop business cases for at least five revenue opportunities. Make a go/no-go decisions on each by 10/31/12.

✓ Achieve target of $50M in ongoing savings from operational excellence initiatives by 6/30/14.

✓ = Cascade to FAS Plan

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FAS Strategic Initiatives Are Aligned With UCSF's Goals And 2014-15 Plan

1 Provide unparalleled care to our patients	2 Improve health through innovative science	3 Attract and support the most talented and diverse trainees in the health sciences
Centralized Candidate Sourcing (DO)	**Enhance Service And Data For Researchers** (EH)	

Patient Parking • Mission Bay (MB) • Mt Zion (EM)	Research / Clinical Space • Faculty Office Building (MB) • 1500 Owens St (EM)	**Capital Infrastructure**	• Seismic Projects (MB)	• Facility Investment Needs Projects (incls. deferred maintenance, code upgrade and other infrastructure investments) (AH) • Disabled Access (MB)
	Enhance Voice Network (EH)	**Technology Infrastructure**		

4 Be the workplace of choice for diverse, top-tier talent

a. Establish & communicate clear goals & direction	b. Enhance development opportunities for faculty & staff	c. Compensate faculty & staff based on performance & at market levels	d. Create an environment in which faculty & staff can thrive
Cascade UCSF Goals (DO) **Reward And Recognition** (DO)	**Succession Management** (DO & FAS required)	**Job Families** (DO)	**Employee Engagement** (DO & FAS required) **FAS Customer Service** (PR & FAS required) **Public Safety** (PR) • Mission Bay public safety plan • Mass Notification • Emergency Care & Shelter • Seismically Resilient 911 ECC • Business Continuity Planning **People As A Priority: Workplace Resources & Best Practice Improvements** (AH)

5 Create a financially sustainable enterprise-wide business model

a. Collaborate with our local community on education and economic opportunities and health enhancements	b. Design & implement transparent and effective budgeting and planning processes	c. Maximize existing revenue streams, develop new ones and continue Operational Excellence efforts to manage costs	
Long Range Development Plan (LRDP) (LY)	**Enterprise-Wide Planning & New UCSF Business Model** (EV) • Ten Year Financial Plan • Funding Streams: Systemwide Assessment Distribution • Pooled Benefits Rate **OE Finance: Reporting & Budgeting Project** (EV) • Chart of Accounts (COA) • Resource Planning and Budget Tool • Financial & Managerial Reporting • Financial Forecasting & Modeling Tool • Enterprise-Wide Financial Statements **Space Utilization and Management** • Support Enterprise-Wide Space Committee (LY) • Lease Consolidation (EM) • FAS Space Optimization (LY) • Capital Project Management System (MB) • Enterprise-Wide Property Intranet (EM) **Future Of UCSF** (JEP)	**Operational Excellence** **OE IT** (EH) • Enhance Campus Data Network (Wireless) • Consolidate Desktop Support • Consolidate Data Centers **OE Finance: Efficiency** (EV) • Financial Processes & Policies (GL Verification) **OE Research** (MF) • eProposal • Research Clusters **OE HR** • HRIS: Case Management System (MF) • Campus HR Shared Services (DO) • AP Recruit (DO) **Strategic Sourcing** • BearBuy @ UCSF (EV) **Collaboration & Continuous Improvement to Achieve Efficiencies** • Consolidate Med Ctr / Campus Network (EH) • UCB/UCSF Procurement Collaboration (EV) • UCOP Sourcing and Procurement Initiative (EV) • Med Ctr / Campus Business Process and System Alignment: COA and GL (EV) • HRIS: UC Path (MF) • Print Management (AH) **Sustainable & Resource Efficient Environment** (AH) • Energy Management Projects • Water Efficiency • Reduce Carbon Allowance Cost	**Revenue Opportunities** • Grants & F&A (EV) • Balance Sheet Management (EV)

Blue = Owns or supports CEC tactic & metric (Top down)   **Black** = Supports UCSF strategy (bottom up)   ( ) = Indicates Reporting Responsibility