

# Charter for FAS Executive Team (FET)

Effective November 2016

## Overview

The Finance and Administrative Services (FAS) Executive Team (FET) operates as a group of senior leaders responsible for the overall effectiveness of FAS in support of UCSF's values\*, performance, successful growth, and reputation. FET members are accountable for their own areas and are additionally responsible for enhancing collaboration and integration across FAS and UCSF, and with the Office of the President (UCOP).

The team ensures that FAS both leads and serves the institution of UCSF, with high standards of advisory and customer service, high value system of infrastructure, best practice policies and processes, and effective compliance.

## Role of the FET

It is the FET's responsibility to:

- Develop FAS' s strategic and annual goals aligned to UCSF's priorities and mission, evaluate progress, and adjust when needed.
- Ensure delivery of high quality customer service and high value system of infrastructure at a reasonable cost.
- Provide the institution with high standards of advice, processes, and policies, adopting best practices where possible.
- Articulate clearly, respectfully and assertively what service and deliverables the UCSF community should expect based on the allocation of resources for FAS functions.
- Drive collaboration and integration within FAS and across UCSF to enhance efficiency and performance.
- Balance risk with operational efficiency, ensuring that a policy is proportionate with the potential risk exposure.
- Ensure rapid response to time critical and high priority issues.
- Build internal and external partnerships in support of FAS goals.
- Develop, support, and engage our workforce.

- Be excellent role models for required collaboration across FAS, UCSF and the UC system.

## Operating Principles

- Make the meetings matter. Participate in the discussion and decision-making, versus simply being audiences to each other.
- Have transparent, candid, inclusive discussions with confidentiality where required.
- Achieving unanimity is not essential; we can disagree, then commit and support
- Embed considerations of equity, inclusion and sustainability into our decision making.
- Have short presentations with clear direction on what is needed from the FET (advice, information or decision).
- Confirm when a decision is made and ensure appropriate outbound communication of that decision.
- Give each other the heads-up on situations, there is no need to wait for the meetings.
- Encourage levity within meetings to enhance team spirit.

## Membership of FET

- Senior Vice Chancellor, Finance and Administration (SVC)
- Vice Chancellor and Chief Financial Officer
- Assistant Vice Chancellor, Strategy & Business Transformation
- Associate Vice Chancellor, Human Resources (Senior VP, UCSF Health)
- UCSF Chief of Police
- Associate Vice Chancellor, Campus Life Sciences
- Sustainability Director
- Associate Vice Chancellor, UCSF Chief Information Officer (Senior VP UCSF Health)
- Interim Senior Associate Vice Chancellor, Real Estate, Planning & Capital Programs
- Manager, Office of Senior Vice Chancellor

Colleagues and external advisors are invited to FET for discussions on particular topics. If the SVC cannot attend, meetings will continue with a nominated chair based on the agenda topics. Attendance is mandatory and unless there are exceptional circumstances, there are no substitutes for the permanent members of FET. Please tell SVC directly if you have an exceptional conflict, and copy his Executive Assistant.

## Logistics

- In person, one hour meeting every two weeks (Wednesday, 8am), with an additional 30 minute catch-up time scheduled for individual members of FET to meet.
- Additional retreats and longer meetings will be driven by the business calendar and strategic planning process.
- Agenda and pre-reads issued a minimum of two days in advance (all must come prepared to discuss material issued before meeting).
- Decisions and key actions will be issued within three working days of the meeting.
- Executive Assistant to Senior Vice Chancellor to attend meetings to take detailed notes and manage meeting logistics.

## PRIDE: Reminder of UCSF Values

**P-Professionalism:** To be competent, accountable, reliable and responsible, interacting positively and collaboratively with all colleagues, students, patients, visitors and business partners.

**R-Respect:** To treat all others as you wish to be treated, being courteous, kind and acting with utmost consideration for others.

**I-Integrity:** To be honest, trustworthy and ethical, always doing the right thing, without compromising the truth, and being fair and sincere.

**D-Diversity:** To appreciate and celebrate differences in others, creating an environment of equity and inclusion with opportunities for everyone to reach his or her potential.

**E-Excellence:** To be dedicated, motivated, innovative and confident, giving your best every day, encouraging and supporting others to excel in everything they do.