

FY17 FAS Initiatives - Initial Goals as of December 31, 2016



Purpose: Provide enterprise-wide and financially sustainable strategic, administrative and operational support services that advance UCSF's mission, safeguard University assets and assure public trust.
Vision: Work as a collective to continuously improve the workplace experience at UCSF to attract and retain the best and brightest and foster a culture of innovation and collaboration.

Workplace Experience Strategic Themes	#	FAS Initiatives	FAS Reporting Responsibility	Desired Outcome for FY16-17	Status 9/30	Status 12/31	Comments
1. Infrastructure							
Infrastructure: Provide exceptional workspaces and IT that seamlessly work to foster collaborative and data driven discovery, education and care.	1	Capital Planning for Long Term Growth	Yamauchi	Assessment of existing clinical and research space utilization, and development of alternative ten-year growth scenarios by 6/30/17.			Space audits and walkthroughs complete. Assessment to understand needs and opportunities still in process. Baseline growth scenarios to be developed.
	2	Mission Bay and Adjacent Area Growth Strategy	Yamauchi	Achieve 75% completion of coordination with neighbors and City on implementing LRDP Planning Principles for Mission Bay and adjacent area growth, and making necessary changes to LRDP and Core Capital Plan by 6/30/17.			Dogpatch Community Taskforce meetings on schedule. LRDP amendments on track to be included in each project design approval item.
	3	Parnassus & Mt. Zion Re-Imagination Strategy	Yamauchi	50% complete toward supporting EVCP and UDAR on Parnassus Re-imagination strategy with space needs, renovation and improvement projects, and scope and budgets for high priority projects for inclusion in fundraising campaign by 6/30/17.			Detailed space needs analysis deferred. Focus is on Medical Sciences Building and HSIR buildings evaluation and space "roadmap" for renovating and improving space utilization. Campus Planning will work with Capital Programs on plan for renovating Medical Sciences Building infrastructure and interior space. EVCP is working with Development and Capital Campaign committees on scoping fundraising opportunities associated with Parnassus reimagining.
	4	Enterprise-Wide Space Management Optimization	Yamauchi	Initiate Archibus user group to prioritize system enhancements; continue to work toward data accuracy; and design and implement phase 2 for F&A functional use survey and location of grants and contracts by 6/30/17.			Substantially on track despite delays due to technical issues. Archibus System Governance Group established and working on creating end-user focus group community.
	5	Real Estate Strategic Plan	Morales	Space inventory and usage requirements established by 6/30/17.			Preliminary inventories and projections under review with departments. On track to develop projections.
	6	UCSF Workspace Design Standards	Bade	Complete workplace design standards by 6/30/17.			The Block 33 Space Program complete incorporation of Mission Hall lessons learned. Block 23A Building Program complete and design process started. ZSFG Program in revision based on Ground Lease and revised City of SF capital programs, to be completed April 2017.
	7	Environmentally Sustainable Campus	Shinnerl	Implement a series of sustainability projects in Transportation Services (e.g. electric buses) and Facilities Services (e.g. solar panels) that will take the UCSF campus closer to the goal of being carbon neutral in 2025.			Electric buses on track. RideAmigos launch on track to maintain/improve single occupancy vehicle (SOV) rate of 30%. Implemented SMART Labs energy conservation measures toward reducing electricity by 2%.
	8	IT Security Program	Bengfort	Reduce risk to UCSF electronic resources through implementation of a security operations center by 6/30/17.			On track
	9	Enterprise-Wide Data Warehouse and Supporting Skills	Bengfort	1) Operationalize data governance for the education and research missions that support Campus's FY17 strategic plans and operational improvement goals; and 2) Implement a Graduate Outcomes database that serves as the foundation for an education warehouse.			On track
	10	IT Sourcing Program	Bengfort	Reduce the unit cost of providing IT services.			VDI will be completed by the end of January, 2017; Vendor management position created and opened Nov. 2016, governance committees being identified and operationalized with a goal of 2/28/17 to be complete.
	11	Access Administration	Bengfort	An approved and funded project to automate the provisioning and de-provisioning of Campus applications that would result in improved compliance and reduction in business risk.			Committee on Business Technology approved a delay start of this project, delivery is dependent on new project dates.

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	12	Physical Asset Management Customer Experience Improvement	Shinnerl	Deploy a series of tools (e.g. website decision trees) and services (e.g. Building Manager and/or Space Manager) to clarify roles within FAS departments and conveniently guide customers to the appropriate service provider (Facilities, Capital Program, Campus Planning, & Real Estate) by 6/30/17			Currently working to identify most common areas of confusion.

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2. Resource Stewardship							
Resource Stewardship: Provide trusted stewardship to facilitate the effective management of UCSF resources while allowing customers more time to focus on the UCSF mission.	13	UC Path	Fellouris	Minimal activity in FY17 while being rolled out at other UC campuses.			No change from Q1; project still on hold
	14	HR Customer Relationship Management (CRM)	Odato	Full implementation of CRM phase 1 functionality and workflow and planning for phase 2.			Roles and high-level Phase 1 project plan complete.
	15	Continuous Learning Environment	Odato	Increase access to online learning by 2000 courses launched; assess perceived value of Skillssoft overall and certificate programs as an additional development resource; and assess perceived value of Skillssoft video and discussions for department groups by 6/30/17.			Total course launches through August 2016 = 614, placing everything on target. Value assessment is on track.
	16	Career Tracks	Odato	Complete mapping, communications and reconsideration reviews for in-scope Campus non-represented staff.			On track
	17	Enterprise-Wide Resource Realignment	Costantinidis	Coordinate with UCOP on UCPath funding issues including composite benefit rate and launch of funding model; continue to identify improvement to revenue growth and strategically managing cash balances by 6/30/17.			Rate negotiation with Dept. of Health and Human Svs. is delayed; new models for the UCOP assessment and UC Path costs are delayed by the need to conduct a fuller review of campus budget strategies.
	18	Audit & Advisory Services Enterprise-Wide Collaboration Program	Costantinidis	Streamline cross-organizational functions and create better synergies between existing functions.			On track
	19	Campus Supply Chain Mgt/Health Integration	Costantinidis	Continue success on joint Campus/Health central IT commodity management. Synchronize Campus and Health procurement processes, thresholds, policies and workflows. Launch additional joint Campus/Health commodity pilots by 6/30/17.			Collaboration Building at both UCSF campus and UC wide levels. UCSF IT taking lead role in UC Health. Will engage PMO for Health / Campus non clinical comparison.
	20	Research Asset Management	Costantinidis	Cell Culture Facility (CCF) transition underway/completed, chemicals pilots underway, commodity manager hired, Children's Hospital Research Institute (CHORI) supply chain integrated, Self insurance program launched by 6/30/17.			Plans to extending Cell Culture Facility Media will not be a problem as long as it does not go too far in FY18. Building very strong executive support for chemicals strategy.
3. Community							
Community: Care for the safety and wellbeing of our diverse, dispersed and growing community.	21	Housing Program Expansion: Students, Trainees and Junior Faculty	Shinnerl	Reach critical milestones on numerous housing projects for students/trainees and junior faculty by 6/30/17.			Substantially on track.
	22	Childcare Expansion	Shinnerl	Complete build out of new modular / temporary childcare facility, providing approximately 272 slots at Mission Bay, up from current 85 by 6/30/17			Delay in construction related communications to address concerns of enrolled families.
	23	Great People, Great Place	Shinnerl	Launch two high-priority initiatives identified in the Great People, Great Place work plan by 6/30/17			Draft plan to address internal communications.
	24	Ensure Public Safety and Trust	Denson	1) Install License Plate Readers in two patrol cars, 2) Install body cameras, 3) Full implementation of patrol and guard services at UC Hastings by 6/30/17			1) License Plate Readers, installation scheduled for Jan. 2017; 2) waiting on UCOP to review UC Chiefs recommendations for Body Cameras; 3) UC Hastings fully implemented as of 10/1/16.



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4. Continuous Improvement							
Continuous Improvement: Leverage our shared passion to make a difference with cross-organizational culture and capabilities to improve the workplace experience for customers and employees.	25	Continuous Improvement Program	Fellouris	1) Lean: Continue value stream improvements (7 value streams); expand training, coaching and standards; and connect Lean activities with leadership goals by 6/30/17. 2) Customer Experience (CX): 1 CX pilot by 6/30/17.	On Track	On Track	Detailed timeline has been finalized through January. Given people's calendars, Lean team and functional owners agreed to plan the first 6 months, then in December, to tackle the next six months. Scopes have been clarified for all of the VSMS and start date has been agreed to at a FY quarter level. Flow Kaizens began in September. Chat and book club are underway with decent participation. Two training cohorts completed over the summer. For both, continued to receive praise for the training content and approach. Training is led by H&A with PMO Lean person as the secondary trainer.
	26	Improve Measurement Techniques	Daro/Fellouris	1) Redesign customer survey to better support continuous improvement including new HR quarterly survey and design for FAS survey by 6/30/17 (Daro) and 2) Develop process for collecting operational metrics as key part of Lean Management System (Fellouris)	Watch Item	On Track	1) On-track: Completed wave 2 of quarterly HR survey pilot; results will be reviewed in January. RFP for FAS-wide survey in process for FY18 rollout. Will become FAS True North metric. 2) On hold: Changed approach to first work on True North metrics to be complete by end of third quarter. We will then address process specific operational metrics.
	27	Employee Engagement	All	Achieve progress toward increasing employee engagement grand mean to above the 50th percentile of the US working population. In 2017, increase FAS Grand Mean >3.95 (or 41st percentile).	On Track	On Track	Each FAS department is ensuring progress is being made on action plans. FAS reporting hierarchy complete and survey ambassadors refreshed to promote participation. Next Survey will launch Feb 27 through mid-March, 2017.

KEY	 on track
	 watch item; needs monitoring to avoid critical path slippage
	 critical path slipping; needs intervention
	 not started
	 complete