

FY14 FAS Strategic Initiatives Status Report - 1/31/14 FINAL

FAS Strategies (What Success Looks Like)	#	FAS Initiatives	FAS Reporting Responsibility	Year-End FAS Tactics & Metrics -blue indicates CEC tactic/metric -orange indicates FY14 STAR goal	Status 12/31	Status 1/31	Rev. Complete Date	Comments
I. Create an exceptional campus physical infrastructure and space management program with the best value delivery and most productive use of resources								
a. LRDP with community involvement; ten-year capital planning process that meets our evolving health science strategic priorities with realistic cost estimates and associated funding strategy.	1	10-Yr. Comprehensive Capital Plan	Yamauchi	(Campus Planning) Complete Ten-Year Capital Plan for 2014-24 by 6/30/14				On-target - draft assumptions and process / workplan circulated
	2	LRDP	Yamauchi	Complete LRDP, with community involvement and Regental approval by 12/31/14 (Campus Planning) Complete Draft Long Range Development Plan and Draft Environmental Impact report by 5/31/14				On-track
b. Critical capital projects complete which achieve the optimal use of space, best value delivery and cost efficient, disaster-resilient facilities.	3	Capital Programs Business System	Bade	(Cap Prog) By 6/30/14 complete: -Capital Programs Business System Procurement and implementation -Remap selected fundamental business processes for incorporation into new business system				Procurement of software delayed on month to 2/28/14; overall project on-track including remapping of business processes.
	4	Clinical Sciences Building	Bade	Secure budget approval and CEQA/design approval by 5/31/14				On-track - Regental approval targeted for 5/31/14
	5	UC Hall	Bade	Incorporate UC Hall in updated LRDP Develop relocation plan of Ophthalmology no later than 6/20/14				On track to incorporate UC Hall in LRDP Leadership action required on ophthalmology relocation plan
	6	SFGH	Bade	Implement FY14 milestones				Site control at SFGH is being negotiated on multiple levels. This has moved the project timeline due to lengthy negotiations with City
c. Optimal space productivity through a data driven, measurement approach that meets campus programmatic space priorities in a cost effective and timely manner.	7	Laurel Heights & Mission Bay Planning	Morales	(RES) Complete Laurel Heights and Mission Bay real estate plans including business case analysis for decision making, selection process implementation and Regents approval, all complete by 6/30/14				On-track - Finalizing selection of preferred developer.
	8	Lease Consolidation	Morales	Final report and detailed work plan to outline steps for reductions of specific lease strategies by 6/30/14				On-track - Completed initial reduction plan for 365,000 sq ft (220k to owned buildings, 100k to MB and 65k vacated)
	9	Enterprise-Wide Space Management Coordination	Yamauchi	(Camp Planning) Complete requirements & scope for Enterprise-wide space management by 1/31/14			5/13/14	Completion of the requirements & scope will be delayed until 5/31/14 because of competing priorities; On track for revised date as approved by SVC
	10	Geographic Information Systems Development/Expansion	Bade	Identify other functional management programs and design integration with GIS by 6/30/14				On-track - Parnassus base maps complete; Mission Bay in progress; have identified Campus Planning, Police and IT as functional areas to apply GIS layers.
	11	FAS Space Optimization	Yamauchi	Work with FAS units to implement improvements to space utilization by 6/30/14				Delay in producing FAS space employee location reports - completion expected 4/31/14.

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d. Correct UCSF's most pressing physical infrastructure needs and improve environmental sustainability by managing energy and utility resources in the most effective manner.	12	Facility Investment Needs Projects	Hawkins / Bade	-Complete all FY14 FIN projects scheduled to be completed by 6/30/14 -Long-term: reduce Facilities Condition Index to UC System wide average				Mostly on-track; some projects have been delayed in implementation. Expect to complete \$16M of \$20M target by 6/30/14, and are working to identify substitute fast turn-around projects.
	13	Energy Management Projects	Hawkins	-Achieve 10% reduction in BTU/sf in 2014 compared with 2004				Due to unanticipated circumstances related to the fume hoods at Genentech Hall, retrofit projects will be delayed. As a result, we will not meet Statewide energy partnership plan goals for CY13 (12/31/13).
	14	Water Efficiency Projects	Hawkins	-Close out project slated for completion in FY14 by 6/30/14 Measure: 5% reduction in water use compared to baseline				Mostly on-track - funding memorandum of understanding being finalized and projects are being initiated
	15	Manage Carbon Allowance Costs	Hawkins	-Complete milestones to reduce GHG emissions by 6/30/14 -Achieve % reduction in PCUP GHG emissions				Mostly on-track - reduction of approx. 7,000 tonnes GHG in FY12-13. Micro-turbine feasibility study underway and will be complete in time for 14-15 budget request.

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II. Invest in and build a robust, enterprise-wide IT infrastructure foundation with common, integrated applications to enable efficiencies								
a. Rolling 3-5 year IT planning process to invest in and build a robust, enterprise-wide IT infrastructure foundation in support of our health science priorities.	16	IT Roadmap	Bengfort	With CIO transition, milestones changed to: -Establish the IT Roadmap via the IT Governance Committees -Establish standards for project oversight and governance -Produce IT Portfolio Plan and initiate execution on top priority projects				On-track
	17	Enhance Campus Data Network and Consolidate Med. Ctr/ Campus Network Services	Bengfort	- Equipment refresh of existing wired LAN network by 12/31/13 -Improve wireless in cold spots by 12/31/13 -Upgrade WAN 10 10G between key campuses (SFGH and Laurel Heights) by 6/30/14			Wireless cold spots is now 6/30/14	-Phase 1 LAN refresh complete (provide network ports for 20% of existing active connections. Phase 2 added to extend scope to be complete by 6/30/14. -Wireless access in cold spots delayed due to AP installations - new target 6/30/14 -Upgrade WAN to 10G mostly complete except SFGH (order in place) and LHTs (sufficient until long-term plan decided).
	18	Enhance Voice Network & Consolidate Voice / Voicemail	Bengfort	-Production go-live and launch of new VOIP services by 2/28/14 -Implement phase 1 of DAS by 6/30/14			VoIP is now 4/14/14	- DAS on-track -VoIP on-track for revised date
	19	Consolidate Desktop Support	Bengfort	Add 5000 new customers to IT Field Services (total customers of 8300) by 6/30/14				On-track
	20	Consolidate Data Centers and Enhance Data Centers Services and Strategy	Bengfort	-Launch new service by 7/31/13				Services and web site launched as planned.
	21	Enhance Data and Services For Researchers	Bengfort	-Add additional Epic data to the Integrated Data Repository by 6/30/14 -Implement phase 2 of UCRES by 6/30/14 -Scope Phase 1 of EDW development by 6/30/14				-Epic data on-track - IDR currently contains 7 dimensions of data from Epic an in process of adding Dental School data (AxiUm) -UCRES on-track -EDW scope to be completed after hire Exec. Director
b. Common, integrated enterprise-wide applications that are intuitive to the user and enable significant business process efficiencies.	22	eProposal	Fellouris	-Campus go-live complete by 11/30/2013 -Post implementation support completed and system fully transitioned to ITS and functional owners by 4/30/14			Transition to IT is now 6/30/14	-Campus go-live complete -Post implementation support will continue thru 6/30/14 due to COA new dates changed the January release date for eProposal

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III. Be the workplace of choice for diverse, top-tier talent								
a. UCSF People: Deliver on UCSF People strategies:								
i. Establish and communicate clear goals and direction	23	Reward and Recognition Program	Odato	Compile FY14 STAR program results by 6/30/14 and communicate results by 7/15/14				On-track
ii. Enhance development opportunities for faculty and staff	24	Succession Management	Odato	Campus: -Tier 1 and Tier 2 successors identified or plans to identify them completed by May 30, 2014 - Development plans for specific successors completed by September 30, 2014				On-track: Review of all previous succession planning records completed and summarized. Program communication and documents to be streamlined and updated mid February. Meetings with key leaders to update succession plans to be launched in late February
	25	Learning & Development Reorganization	Odato	TBD				On-track: Completed and transitioned to ongoing status. All four programs are currently running. An additional contractor brought on board to support all effort, especially talent management.
iii. Compensate faculty and staff based on performance and at market levels	26	Job Families	Odato	-Complete implementation steps for 52 (38% of total) new job families by 6/30/14 -Develop job families, including market pricing positions, for all non-represented staff by 6/30/15			Revised goal	Revised goal to focus on percent of non-represented population in job families. 15% of the non-rep population are now in job families. Focus until 12/31/14 is on IT jobs which would take us to 30% of the non-rep population.
iv. Create an environment in which faculty and staff can thrive	27	Employee Engagement - UCSF	Odato	-(UCSF Campus) Accountability Index Improvement (threshold .10; target .15; stretch .20) -Conduct survey by 5/1/14 and communicate results by 6/15/14				On-track - Six training sessions are conducted in January/February: three for managers who do not yet have impact plans and three for all other managers who wish to enhance their units' engagement efforts.
b. FAS People: Leaders in developing the next generation of diverse talent.	28	Employee Engagement - FAS Implementation	All	(Office Strat Mgt) Coordinate the completion of 85% of FAS employee engagement action / impact plans for designated managers by 12/31/13 -(ITS) Increase Accountability Index score by 0.15				91 of 92 FAS teams (or 99%) have completed plans. Almost all departments have had follow-up meetings to make progress on plans.
	29	Succession Management - FAS Implementation	All	Revise succession plans and development plans for tiers 1 & 2 by 9/30/13 and conduct quarterly development check-ins for rest of FY14				On-track

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IV. Create a safe and thriving environment which collaborates with our community to enrich wellness and promote public safety								
a. A safe, crime-free environment and disaster-resilient enterprise through strong community partnerships, enforcement and education	30	Business Continuity Planning	Roskowski	Establish Mission Continuity Plans for 100% of identified campus divisions/departments with essential or critical functions by 6/30/14				On Track: 100% (447/447) units engaged in Continuity Planning - 96% (427/447) of those engaged have completed Continuity Planning - 4 additional units completed initial plans - Annual updates completed on 21 plans
	31	Mass Notification	Roskowski	Implement and test 50 additional electronic display boards by 6/30/14			1/30/14	100% completion [50 of 50 electronic display boards (EDB) installed and tested as of 1/30/14]
	32	Public Safety Information & Communication Technology	Roskowski	-Implement and develop a patrol in-vehicle technology needs assessment plan by 2/1/14 -Develop and implement an in-car video camera system by 6/30/14				Completed: Development and implementation of the assessment plan. On Track: Implementation of in-car video system.
b. Deliver campus life programs and services that enrich wellness, build community and contribute to an environment in which faculty and staff can thrive.	33	People as a Priority: Work Place Resources and Best Practice Improvements	Hawkins	Implement components of "Marketing of Benefits" campaign in new employee orientation by 6/30/14				Mostly on-track - currently sharing communication plan with key stakeholders; 80% of "best employer" interviews complete.
	34	Campus Wellness Program	Hawkins	Increase overall program participation by 20% and begin to track workers compensation claims and absenteeism reports in 2 departments by 6/30/14				On-track - Hospitality and Facilities selected for WorkFit program; other Wellness efforts also on-track.
	35	Digital Signage Program	Hawkins	Complete FY14 milestones				On-track - working with Medical Center, ETS and FitRec to include and install new signs in the program.

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V. Advance transparent and effective enterprise-wide business planning and financial management								
a. Enterprise-wide resource planning for setting priorities and enabling resource allocation decisions.	36	Enterprise-Wide 10-Year Business & Financial Planning	Costantinidis	-Ten Year Financial Plan to accommodate Hyperion (including refined Core Financial Plan) development by 6/30/14 -Integrated debt model by 6/30/14				On-track
	37	Enterprise-Wide Resource Realignment	Costantinidis	-UCSF Tuition funds flow model by 6/30/14 -Composite benefits rate model development by 6/30/14				On-track
	38	Revenue Generation Initiatives	Costantinidis	-Complete Balance Sheet management milestones by 6/30/14 -For Grant Funding and F&A Cost Recovery, provide analytical support for initiatives that maximize cost recovery, including efforts to reduce waivers and maximize lease expense recovery by 6/30/14 -For Philanthropy, provide analytical support to new sponsored activity model, specifically implementation of increased gift assessment by 6/30/14				On-track
b. State-of-the-art financial systems that provide accurate and consistent reporting and enable best practice decision-making at all organizational levels.	39	Chart of Accounts (CoA)	Ellis / Fellouris	-(CO) All Central Controller's Office Systems and Queries required to execute business (e.g. RAS, GL, MyExpense, Payroll, etc.) will be converted to new CoA structure by the end of third quarter, March 30, 2014 -(PMO) Get to go-live for Finance 3 by end of third quarter, March 30, 2014 -(ITS) Implement Finance 3 initiatives by March 30, 2014 -(SVC Off) Complete FAS FY15 budget in new COA by 6/30/14			F3 Go Live date is now 3/10/14	On-track for revised date
	40	Resource Planning and Budget Tool	Costantinidis / Fellouris	-(BRM) Complete Hyperion Planning Project and launch Hyperion Budgeting System for use by campus constituents in the 2014-15 budget process by March 31, 2014				On-track
	41	Financial and Managerial Reporting	Ellis / Fellouris	-Implement phase 2 budget and financial reports by 1/31/14 -Develop plan for phase 3 financial reports and dashboard development by 3/31/14			Phase 2 reports is now 3/10/14	On-track for revised date
	42	Enterprise-Wide Quarterly Financial Reporting	Ellis	1st quarter report by 11/30/13 (internal use only); 2nd quarter by 2/28/14 (internal use only); and 3rd quarter by 5/31/14				On-track - First quarter report issued on time.
c. Effective stewardship through internal controls and risk management tools that mitigate and reduce financial loss.	43	Continuous Controls Monitoring Program	Ellis/ Shakoor	-Develop complete list of queries and timeframe to build and implement an institutional review process for continuous monitoring of high risk transactions by 6/30/14				On-track

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VI. Provide service delivery excellence, from the customers' point-of-view, at the best total competitive cost								
a. Provide service delivery excellence, from the customers' point-of-view, through continuous improvement.	44	Customer Service Improvement	Roskowski / All	-(CLS) Complete 20 of our 23 (87%) customer service action plans by 6/30/14 -(ITS) Improve the following two services by an average of 20%: 1) Establish a baseline for server provisioning time by 10/31/13 and reduce the provisioning time to fulfillment (new systems and refresh) by 6/30/14 2) Reduce the number of change induced incidents for priority 1s and 2s by 6/30/14 - (ITS) Achieve 20% increase in scores greater than 3 from customer survey results reported in ServiceNow -Implement FY14 customer service action plans in each FAS department				9 FAS departments making substantial progress on customer service improvement action plans addressing topics such as customer outreach, internal communications, website improvements, SLA metrics, staff training and improved service in specific locations or services. 3 of the smaller FAS departments have put their plans on hold until FY15 due to limited resources and competing priorities.
	b. Rationalized administrative and operational infrastructure to reduce redundancies and achieve cost savings.	45	UC Path (and related HR systems)	Fellouris / Odato / Bengfort / Ellis	Complete milestones per work plan, culminating in the completion of design for major build areas by 6/30/14			
46		P200 Working Smarter	Hine	-Complete wave 1 sourcing events by 3/31/14 -(CPDSM) \$15MM in procurement/sourcing/ supply chain benefits delivered for UCSF for FY13/14				- P200 on-track, with COE's launched in Life Sciences, MRO, IT, construction (soft launch) and Epro systems. - Q2 benefits ~25% lower than projected in part due to reporting system transition
47		Medical Center / Campus Finance Process and System Alignment	Ellis / Hine	-MC is transitioned to one UCSF wide G/L instance by 3/31/14 Complete joint campus/MC commodity/supply chain process collaborations (non-patient oriented) by 6/30/14 (one collaboration per quarter)				Medical Center G/L - On-track Procurement- On track- Added two more collaboration areas (print mgt, furniture) for total of 9.
48		FAS Supply Chain / Warehouse Integration	Hine	-Complete reorganization by 12.31.13 -Develop strategic operations plan and complete wave 1 initiatives by 6/30/14				Conditional approval obtained for budgeting and improvement program funding
49		Print Management Program	Hawkins	Increase number of supported devices by 50 by 6/30/14				On-track - 32 Xerox only machines up for renewal, 25 enrolled (78% enrollment); 1 of 1 non-Xerox machines up for renewal enrolled (100% enrollment).
50		MAXIMO - UCSF-Wide Facilities Business System	Hawkins	Complete 100% of training documentation; initiation of Maximo pilot user training sessions; and establish roles, responsibilities and resource impacts by 6/30/14				On-track for Medical Center rollout; may need to push back Campus rollout due to competing for programmer time with Finance3 project - still assessing situation. Currently anticipating an additional \$200K in expense due to the campus pushback - for programmer and staff time extended by 2-3 months.
51		Consolidate FAS Finance Service Centers	Hawkins	(CLS) Complete the milestones for the Finance service center merger and complete merger no later than 6/30/14				On-track

on track

watch item; needs monitoring to avoid critical path slippage

critical path slipping; needs intervention

NS not started

complete