

Summary of FY16 FAS Initiatives - September 30, 2015

FAS Strategies (What Success Looks Like)	#	FAS Initiatives	FAS Reporting Responsibility	Summary of Year-End Goals for FAS Initiatives (details in Department Head Performance Goals)	Status 7/1	Status 9/30	Rev. Complete Date	Comments
I. Create an exceptional campus physical infrastructure and space management program with the lowest total cost of ownership								
a. Ensure physical development is in concert with Long Range Development Plan & 10-year capital plan with continuing community involvement.	1.1	Expand UCSF Housing Program At Mission Bay	Shinnerl	Make noticeable progress by 6/30/16 to provide short-term housing capacity and develop long-term plans for housing expansion.				-Overall on track. Increased units at Bayside, but will fall short of 100 unit goal. Other projects in progress to address short and long-term needs.
	1.2	Support the Clinical Enterprise Strategic Plan	Morales	Establish strategic destination clinical sites: -Establish goals, work plan, budget and meet 2016 objectives by 6/30/16 -Establish 2017 goals and objectives by 6/30/16				Regular meetings with Health System leadership are set up. New clinical sites are evolving.
b. Complete capital projects which achieve optimal use of space, best value delivery and disaster resiliency.	1.3	Mission Bay Program	Yamauchi	Complete milestones toward approvals for the Mission Bay East Campus Phase 1 building (block 33), Mission Bay North Campus Neurosciences Research Building (building 23A), Mission Bay Precision Cancer Medicine Building (1B), and Psychiatry Clinics Building				On track for approvals for East Campus (Block 33), Precision Cancer Medicine Building (1B) and Psychiatry Clinics Building. Delays in approvals for North Campus Neurosciences Research Building (23A) due to Development Notice being submitted at January Regents meeting; overall project on track.
	1.4	SFGH Seismic Program	Bade	Select design build team to begin project design by 6/30/16 (pre-work includes funding, criteria and RFP)				Risk of delay to state funding request and SFGH capital program; overall project on track.
	1.5	Consistently Achieve Competitive Construction and Facilities Lifestyle Costs	Bade	Develop a Target Value Design framework that project teams will use during a projects design cycle to assure lowest total cost of ownership by 1/1/16				Milestones mostly on track: -CP project feedback system is online and initial project data populated. -Anticipate 2 month delay due to a few incomplete steps required to integrate cost metrics with project design criteria.
	1.6	Develop Lean Work Processes and Metrics for Project Definition and Delivery	Bade	Complete milestones by 6/30/16, including: -Redesign Integrated Design Build contract -Phase 1 CP Standard Operating Procedures -Value Stream Mapping and improvements 6 contract delivery models -"Green belt" training of first 6 CP staff -First release customer dashboard				Lean milestones mostly on track. Working with PMO to leverage work to create UCSF wide standardization of Standard Operating Procedures.
c. Optimal space productivity through a data driven, measurement approach that meets campus programmatic space priorities in a cost effective and timely manner.	1.7	Laurel Heights Disposition	Morales	Meet quarterly budget and operating plan for FY16. Develop FY17 property management goals and objectives				
	1.8	Lease Consolidation	Morales	Complete FY16 lease consolidation goals.				
	1.9	Enterprise-Wide Space Management Optimization	Yamauchi	Complete milestones toward coordinating, planning and implementing enterprise-wide space management, including space/population databases, decision analytics/information systems and process/space improvements.				Data validation and clean up of SIS for Buildings and Rooms complete; Campus set-up of drawings complete; changes to Med Ctr set of drawings programmed; space walks and audits complete; and HR employee location data cleanup complete. Expect 4-6 weeks delay in build phase due to new integrations. Go-live for Archibus still on track for end of March 2016.

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d. Correct UCSF's most pressing physical infrastructure needs and create a long-term renewal program to eliminate deferred and emergency maintenance.	1.11	Create a Robust Facilities Renewal and Deep Energy Efficiency Program	Shinnerl	Milestones complete toward improvement in UCSF Facilities Condition Index (FCI). Establish baseline at conclusion of UCOP ICAMP assessment.				
	1.12	Develop Facilities Service Models & Customer Guides to Ease Transitions into High-Occupancy Space	Shinnerl	Milestones completed to improve service levels provided by Facilities Services in high-occupancy buildings. Improve relationships between Capital Programs/Facilities Services and occupants in high density buildings.				Mission Hall survey will be used to assess occupant satisfaction.
	1.13	Create High-Value Preventative Maintenance System	Shinnerl	Milestones complete to demonstrate \$1.2 million allocated for preventive/predictive maintenance is used toward highest value items.				50% of high-value code required items have been properly prioritized and being entered into maintenance management system.

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II. Provide a high value system of information technology required to enable UCSF's transformation to a unified, collaborative, data driven organization								
a. Drive growth while controlling costs ('bend the cost curve')	2.1	Next Generation Voice and Unified Communications	Bengfort	Complete milestones, including: -Softphone evaluation, WebEx launch & Jabber UC launch by 8/1/15 -Jabber roll-out by 12/1/15 -Expand VOIP to campus by 1/1/18 (migrate 1500 Centrex lines quarterly)				Softphone, and Jabber on-track. 50% of scheduled Centrex lines were migrated in fist quarter resulting in a monthly bill reduced by \$20,000/month. Additional resources will be engaged in Q2 to meet quarterly goal. Soft WebEx launch with 800 active users including Telehealth consults with Patients underway; Enterprise launch delayed until Q2.
	2.2	IT Sourcing Strategy and Plan	Bengfort	Build, transition and implement organizational and operational structure to support new service delivery model by 5/30/16				On track with scoring and selection phase.
	2.3	Utilize Lean Methods to Remove Waste and Increase Efficiency	Bengfort	Train IT staff on lean principles and complete 3 IT process lean events by 6/30/17				
	2.4	Enterprise System Integration Services	Bengfort	Complete milestones, including: -Publish intake process, policies and procedures to support open-access model by 9/30/15 -Pilot open-access platform model by 12/31/15 -Implement projects according to plan and establish funding model by 6/30/16				Mostly on track; minor delay in refining process for developer teams that are not part of our interface team to access, develop and deploy code on Mule platform.
	2.5	IT Security and Compliance Program	Bengfort	Complete milestones, including: -Develop standardized procedure for ongoing control point risk assessments by 3/31/15 -Implement Allgress risk remediation for all control points by 6/30/16				-On track with 80% of mitigation plans collected from control points. Funding secured for numerous security-related projects designed to address critical and high risk items. -Work on Allgress risk remediation has not yet started which may put future milestones at risk.
b. Drive communication between UCSF IT and our customers	2.6	Establish Customer Engagement Strategy	Bengfort	Operationalize customer engagement process by 1/1/16				On hold while evaluating FAS customer experience strategy.
	2.7	IT End User Support Excellence	Bengfort	Starts FY17				
c. Shift IT investment into transformational capabilities	2.8	Establish Enterprise-Wide Data Warehouse and supporting skills	Bengfort	Complete milestones, including: -Enhance myReports and Campus DW to work with upgraded PeopleSoft by 3/1/15 -Implement 3 additional subject areas w/ reporting and analytics by 6/30/16 -Support MyReports needs by 6/30/16 -Replace Cognos BI Servers by 6/30/16				-Prioritized proposal and award metrics and associated data and analysis; HR Campus report also requested. -Implemented a Faculty Portfolio project tool and a HR transaction report. -The first server to replace Cognos BI servers is up and running with initial improved performance.
	2.9	Cloud Strategy	Bengfort	Starts FY17				
	2.10	UCSF Digital Health Presence	Bengfort	Strategy, rollout and cost proposal for state of the art digital experience for visitors that integrates with Clinical systems by 3/15/16				Vendor selected and master services agreement signed.

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III. Be the highest quality provider of human resource services to enable UCSF to attract, retain, and develop top-tier talent								
a. People	3.1	Implement Programmatic Consistency for Staff	Odato	Develop plan toward common UCSF incentive program, gain compensation committee endorsement and integrate into 10-year financial plan by 3/31/16				Engagement initiated.
	3.3	Strategic Development of Internal Leaders - UCSF Program Management (includes Employee Engagement)	Odato	-Introduce two online Learning Portals for managers and staff by 7/31/15 -Implement 3 to 4 hour onboarding for new Campus supervisors and above by 8/31/15. -Complete post engagement survey training to support continuation and enhancement of engagement efforts by 9/30/15 -Communicate L&OD resources and assess unique development needs of 3 major Campus organizations by 6/30/16				Milestones mostly on track: -Online portals are live -Onboarding delayed to enable Skillssoft priorities -Post engagement survey training complete
	3.4	HR Structure Optimization	Odato	Implement organizational changes and publish updated Service Partner Agreement metrics by 6/30/16				Organization changes implemented and communicated. Next step is to work with committees to update Service Partnership Agreement performance metrics.
b. Process	3.7	Career Tracks	Odato	-Develop UCSF career tracks implementation plan by 9/30/15 - complete -Implement Finance job family by 3/31/16-Go live with all Campus non-rep career tracks job titles by 11/1/16. Med Ctr anticipated completion of 12/17.			Revised approach for Campus go-live of 11/1/17 and MC 12/1/17	Implementation plan developed and approved by control points; calls for "big bang" approach of mapping all campus non-represented jobs by Nov 2016.
	3.8	Lean Process Work	Odato	-Complete Recruitment value stream mapping event and 3 Kaizens by 6/30/16 -Complete Labor Employee Relations (LER) value stream mapping by 6/30/16				Recruitment value stream mapping scheduled in October.
c. Technology	3.10	UC Path	Fellouris	Mobilize the full project team assuming a Dec. 2017 go live for UCSF by 6/30/16				Initiative closely related to supporting other HR technology and process improvements shown in HR initiatives (CRM and Pfiles)
	3.11	Customer Relationship Management (CRM) HR Related Technology	Odato	Complete project milestones to improve customer, HR staff and process stakeholder experience through improved Customer Relationship Management (CRM) Technologies				-eFiles on track -CRM project is in RFP phase and on track -Knowledge/Case Management Solution Identified with expected completion of 10/30 - Laborsoft implementation plan complete

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

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IV. Cultivate a safe, sustainable, and healthy campus community								
a. Advance best practices to sustain a safe, crime-free environment and disaster-resilient enterprise through strong community partnerships, enforcement and education with the best professionals who demonstrate leadership in customer service.	4.1	Public Safety Communication Technology *E Ticket *License Plate Readers (w/Transportation)	Denson	Complete year two of the technology plan by 6/30/16 12/1/16.			12/1/2016	On track for revised date. Change due to leadership transition and pending transportation department request for legal review of LPR (License Plate Reader) technology. CLETS (California Law Enforcement Telecommunications System) portion is currently on track for completion.
	4.2	IA-CLEA Accreditation: International Association of Campus Law Enforcement Administrators	Denson	Complete IACLEA process and attain accreditation by 12/30/15.				Self-assessment underway.
	4.3	CALEA - Public Safety Communications Accreditation	Denson	Complete CALEA process and attain accreditation for the Emergency Communication Center (ECC) by 6/30/16.				
b. Engage community to become carbon neutral by 2025, reduce water consumption by 20% by 2020, and achieve zero waste by 2020 in concert with UCOP system wide goals.	4.4	Energy Efficiency Program - Smart Labs	Shinnerl	Milestones complete to reduce energy by 50% in the Institute for Regenerative Medicine (IRM) building, once the Smart Lab Program is fully implemented.				Plan complete for IRM Smart Lab pilot.
c. Build a thriving campus community with an exceptional work environment and innovative services.	4.7	Launch New Living Well Initiatives: *No Sugary-Beverage Sales *Wellness Incentives *Sitting is the New Smoking	Shinnerl	Milestones complete to create programs that empower employees to lead healthier, more productive lives, and create the healthiest work environment possible.				75% complete with eliminating sale of sugar sweetened beverages in all UCSF cafeterias, vending machines, hospital food services and retail locations.
	4.8	Relocate and Expand Child Care	Shinnerl	Milestones complete to build out a relocated temporary childcare facility, increase number of slots and concurrently search for permanent site close to Mission Bay.				Temporary childcare will be relocated to Block 18 B-C.
	4.9	Expand Sustainable, Safe and Service-Oriented Transportation *City Bike Share* *License Plate Recognition System (w/Police)*	Shinnerl	Milestones complete to enhance transportation environmental sustainability, expand array of affordable options, and enhance parking related safety and convenience.				-Testing License Plate Reader (LPR) system. -Bike share program contingent on many factors with City of San Francisco.
	4.10	Leverage Technology to Personalize Customer Experience (Fit Rec app, online store, CLS Web 3.0, Shuttle trip planner, Sponsorship digital platforms)	Shinnerl	Milestones complete to deploy new technologies.				

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V. Provide UCSF with effective and efficient financial and supply chain management solutions to advance fiscal health and sustainability								
a. Enterprise-wide business planning for setting priorities and enabling resource allocation decisions.	5.1	Enterprise-Wide Resource Realignment - Areas to Support: *Revenue Growth *Balance Sheet Management *System wide Initiatives	Clune	Improve the enterprise-wide funding model for all fund sources by 6/30/16				F&A rate proposal being reviewed by UCOP and then will be sent to Division of Cost Allocation of the Department of Health and Human Services.
	5.2	UPlan Phase 2 & 3 - Usability Enhancements	Clune	Streamline budgeting process and enterprise-wide financial and managerial reporting capability by 6/30/16				Year 2 focus groups and survey complete.
	5.4	Peoplesoft Process & System Upgrade (inc. Peoplesoft and Invoicing for Sponsored Research)	Ellis	Implement PeopleSoft Upgrade by 6/30/16.				
b. State-of-the-art financial systems that provide accurate and consistent reporting and enable best practice decision-making at all organizational levels.	5.6	Financial Training Modules For Campus Users	Ellis	Complete FY16 milestones toward developing and implementing financial training modules for campus users, as part of the overall Controller's Office communication strategy.				Protocol developed to ensure training is kept current; but delay in implementation. Two lunch and learn sessions complete for internal staff.
	5.7	Continuous Controls Monitoring Program (IM)	McGlynn	Successfully implement the Exception Module for P-Card; develop 2 new scripts for UCSF Health by 6/30/16				Identifying P-Card scripts for identifying exceptions.
	5.8	On-Line Dept. Verification Tool	Ellis	Plan, design, develop and implement a new online tracking tool to automate and streamline the financial ledger review and acknowledgement process by 6/30/16.				
c. Effective stewardship through internal controls and risk management tools that mitigate and reduce financial loss.	5.9	UCSF Health Collaboration	McGlynn	Complete 5 Advisory Projects toward becoming a collaborative strategic partner with UCSF Health management by 6/30/16				3 on-demand and 1 advisory project have been initiated.
	5.10	P200 Working Smarter-UCOP	Hine	Implement programs to drive \$200M in annual procurement/supply chain savings system wide by 2018: -Phase 2 construction program by 12/31/15 -Outbound freight vendor neutral solution by 3/31/16 -\$165M in UC supply chain benefits by 6/30/16				Ahead of target.
d. Effective and efficient supply chain; obtain the right products and services at the lowest total cost and effort.	5.11	Research Supply Chain Collaboration	Hine	-Research Cores Equipment Management pilot by 6/30/16 -Integration of SCM and Cell Culture Facility by 6/30/16				
	5.12	UCSF Health Supply Chain Collaboration	Hine	-Central IT BearBuy pilot by 12/31/16 -Joint Print Management launch by 6/30/16 -Joint IT Managed Service by 6/30/16				-Central BearBuy IT pilot running for 2 months with no significant issues. -Data center collocation successful and being adopted by additional UC campuses.

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VI. Create a culture of innovation								
a. Create a culture of continuous process improvement (sustain)	6.1	Process Innovation Office (includes LEAN/BPI Program)	Fellouris	Advance culture of continuous process improvement and "Lean" thinking: -Establish PIO (Process Innovation Office) by 12/31/15 -6 Value Stream Mapping and 10-15 supporting Kaizens by 6/30/15 (joint accountability with Process Sponsor and Owner)				-PO issued with advisor to support lean activities -First 2 VSMS - Kaizen Flows completed (Retail and Contracts)
b. Collaborate internally and externally to innovate toward creating new value (reframe)	6.3	Leverage External Innovation	Hine	-Partner with SVC Office and PMO to complete FAS services/customer analysis by 9/30/15-10/20/15 -Pilot another Berkeley academic collaboration for SCM analyses by 12/31/15 -Partner with SVC Office and PMO on FAS strategic planning process by 1/31/16				-Presented collaboration model at National Association of Educational Procurement. -Co-leading Forrester study (with PMO and SVC Office) to help understand opportunities to improve the customer experience across the FAS portfolio of services.
c. Build strength in longer-term visionary planning	6.4	Long-Term Strategic Innovation Process	Daro	Deliver refreshed 3-year FAS strategic plan with improvement initiatives and 2-3 innovation opportunities that have the potential to turn customers into advocates by 1/31/16 (informs 6.1 and 6.3 for FY17 and beyond)				Forrester study will be input into strategic planning process.

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