

Financial & Administrative Services (FAS) Executive Report

May 2019



photo: Robert Hood

We are deeply committed to being good stewards of the environment in which we work, live, teach and learn. University of California has set ambitious goals to be Zero Waste by 2020 and Carbon Neutral by 2025. Meeting these goals is everyone's responsibility. Our individual behaviors matter. Thank you for supporting April's Cool Campus Challenge, where UCSF had the highest points for UC's health systems. Innovative work is happening all over campus, through a combination of UCSF Sustainability staff, committees, departments and individuals. But we still have much work ahead of us. Please read more on Page 2 to learn about ways you can make an impact, no matter what your role.

Paul Jenny
Senior Vice Chancellor
Finance & Administration

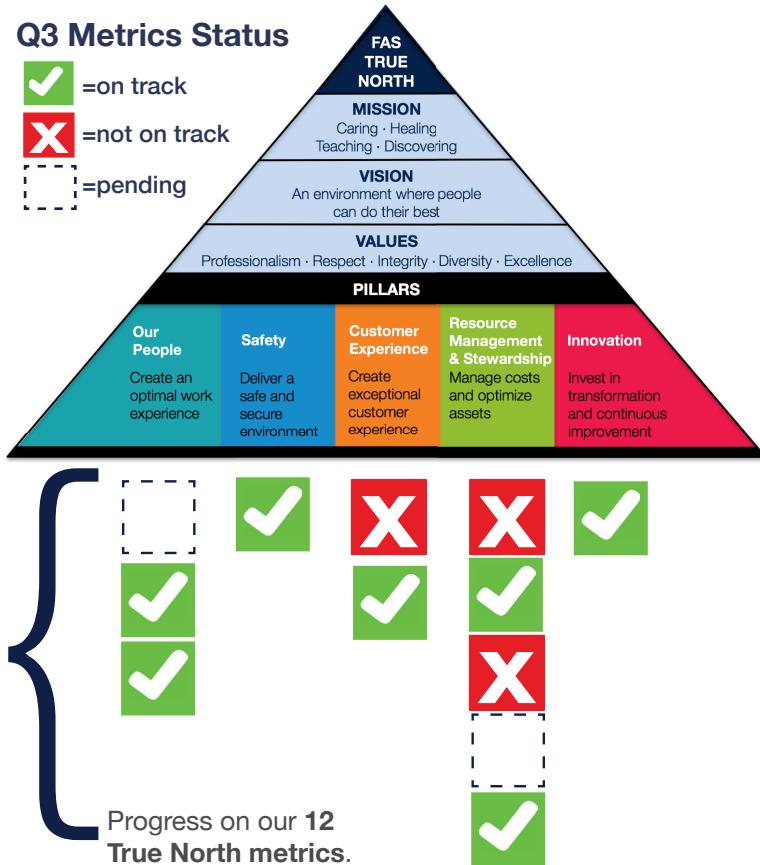
Pablo Ortega in Facilities Services (shown above) is often found sorting through the black, blue, and green bins on campus.

"We often find tin cans, plastic bottles, plastic to-go food containers, food waste, and single-use items like plastic utensils in the wrong bins," he said. "We're asking people to take a moment to think before they toss. Never place something that came from a plant, tree or animal in the garbage."

Questions? Email SVC@ucsf.edu.

Q3 Metrics Status

- ✓ =on track
- ✗ =not on track
- =pending



FAS TRUE NORTH 2019 Strategic Priorities

Optimizing Resource Allocation Models (ORAM)

Simplify, update, and right-size the funding and allocation models for a \$7B+ and growing enterprise

Value Improvement (VI)

Actual, tangible improvements across FAS that increase capacity and value to the customer

Parnassus Revitalization

Plan and Phase 1 definition to support the new thriving Parnassus campus

Culture of Continuous Improvement

Build an organization of problem solvers using Lean methods

FAS SPOTLIGHT: UCSF Sustainability

Everyone in our community has a responsibility to take part in University of California's ambitious goals to become Zero Waste by 2020 and Carbon Neutral by 2025. Learn more in our mythbuster challenge below.

ZERO
WASTE
2020

today

CARBON
NEUTRAL
2025



Myth 1: "I'm going to throw this away."

REALITY: There is no away.

UCSF generated 1612 tons (more than 3 million pounds!) of garbage last year. We are one year away from UC's Zero Waste by 2020 goal. It's a myth that you "throw something away" when in fact there is no "away." Many items sit in a landfill or end up in the ocean for eternity.

To meet our Zero Waste goals, a team of nine in UCSF's Recycling and Waste Reduction provides education about composting, recycling and reuse, and manage the tons of solid waste we generate annually. The good news is that our campus has reduced the amount of trash generated by 50% in the last five years. But we have more work to do to meet our goal.

HELP UCSF GO ZERO WASTE BY 2020

1) Learn how to sort properly.

It's not just doing more sorting, it's about doing it right, especially composting.



Why?

Food waste in landfills creates methane, which is bad for the environment. When you compost it, you prevent it from being turned into dangerous methane.

2) Use reusables everywhere.

Store your own utensils at your desk, regularly bring reusable cups and mugs and consider buying a reusable straw. Rethink your single-use plastic items.



Why?

Single-use plastics are a big problem. For example, straws are small and light but do a lot of harm. They get caught in the wind, and many of them end up in the oceans, harming wildlife.

Myth 2:

An occupant does not have a role in helping a building operate more efficiently.

REALITY: Building occupants can reduce energy demand by buying Energy Star equipment/appliances, and turning off equipment and lights when not in use.



photo: Marco Sanchez

In 2018 UCSF Transportation added new all-electric, zero-emission shuttles, moving toward an all-electric fleet.

University of California has pledged to become carbon neutral by 2025, becoming the first major university to commit to this goal.

A carbon footprint is a measure of the total greenhouse gas (GHG) emissions generated by a business, organization or individual and is a tool for assessing one's contribution to global climate change. The vast majority of UCSF's carbon footprint comes from energy demand from our building occupants for heating, cooling, running equipment and lights which require burning of fossil fuels. The rest are carbon emissions from anesthesia gases, leaking refrigerants and our fleet vehicle emissions.

Stay tuned!

More resources

Learn more: sustainability.ucsf.edu

Learn how to sort: <https://zerowaste.ucsf.edu/>

Request a permanent 3-bin sorter: recycling@ucsf.edu

Keep an eye out for the new **Win at the Bin** campaign

HOW FAS HELPS

A few ways FAS is creating an environment where people can do their best.

Campus
Life
Services

Expanding All-Inclusive Restrooms

CLS Facilities Services is embarking on a multi-year plan to renovate or add all-inclusive restrooms across UCSF campus sites. Currently, there are multiple all-inclusive restrooms throughout the Parnassus Heights and Mission Bay campuses, with planning underway to expand at other campus sites.

UCSF
Finance

Expanding Financial Management Dashboard

Launched in August 2018 to help department finance managers proactively monitor critical financial risk, policy and compliance, the Dashboard uses metrics that address highly regulated and critical areas, such as sponsored research compliance and financial stewardship requirements. The expansion will offer more comprehensive metrics to manage risks that are not easily obtained currently, and offers a more efficient way to manage financial compliance.

UCSF
HR

Creating an Organization-wide Engagement Action Plan

Learning and Organization Development (L&OD) and UCSF leaders hosted an Engagement Town Hall event in September 2018 followed by a Town Hall in January allowing employees to participate in brainstorming solutions to increase staff engagement. L&OD shared Gallup's organization-wide action plan focusing on "one thing and one thing only" at a time to increase staff engagement and build a foundation of trust. Going forward, regular action plan updates and progress will be available online.

UCSF
IT

Upgrading Telecommunications

Improved the campus phone system by upgrading the Cisco Unified Communications Manager (CUCM) and encryptng all voice traffic. To prepare for a lengthy (almost 24 hour) outage, a 64 person team built a production environment, allowing IT to provide 100+ temporary phones and ensure all after-hours call flows would be functional during the upgrade window.

UCSF
Police
Dept.

Keeping the SF Community Warm

The Police Department kicked off the first annual One Warm Coat drive this winter, collecting clean, gently worn coats of all types and sizes. Donated coats were distributed within our local community to a San Francisco non-profit serving the homeless, at-risk individuals, and low income families.

UCSF
Program
Mgmt.
Office

Helping Manage and Track Assets

The PMO is managing the implementation of the Asset Tracking and Decision Support system. Scheduled to go live in May, this project enhances our enterprise-wide Asset Management System software, enabling researchers to better identify and locate research equipment across the campus, track equipment performance, and make better decisions about repeat purchases and service contracts.

UCSF
Real
Estate

Reducing Vendor Charges

Review and analysis of common area maintenance charges for campus vendors led to suggested reduction of the fee, which would bring it in line with industry standards and mean lower cost to campus retailers.

ADMIN OUTLOOK

Be on the lookout for these broad change efforts.

What and Why?	What's Next?	Who is Impacted?
Budget Planning Cycle Activities Financial and business planning for the five-year period beginning 2019-20	June 7 deadline to submit Resource Plan and Business Plan; June 28 deadline to submit Enrollment and Tuition Revenue Projections. Submissions will be presented to the Chancellor's Cabinet in late June.	All Control Points (Vice Chancellors, Deans, Executive Directors, Financial Officers).
Fraud Awareness Site Information to educate departments on controls for preventing and detecting fraud	Series of short videos, beginning with types of fraud and a series of awareness presentations.	Beginning with School of Medicine managers, and will expand to other Schools.
Financial Management Dashboard Expansion Tool for department finance managers to monitor critical financial risk, policy and compliance	In 2020, new metrics will be added to manage even more risks that are not easily obtained currently.	Department finance managers and users of the Dashboard.
2019 Staff Engagement Survey An opportunity for UCSF Staff to provide feedback to make UCSF a great place to work	Gallup sent email invitations to staff for this year's survey period, which concludes on May 24. Results will be available in June.	UCSF Health and Campus staff on payroll as of 2/8/19.
Violence in the Workplace Policy Proposing revisions to incorporate language to address bullying and abusive conduct	Revisions will be shared widely with the UCSF community for comment in May, with new policy effective July 1, 2019.	The entire UCSF community, including staff, learners, and volunteers.
NAC (Network Access Control) Software Update Five campus go-lives, 39,527 NAC installations with only 1.9% resulting in ServiceDesk tickets	Go-live on clinical networks were held on April 23 (Mission Bay), May 7 (Mt. Zion), May 14 (Parnassus).	Everyone who connects to the UCSF network.
UCPath Deployment Common UC system to support HR, payroll and benefits activity	Go-live date has shifted to March 2020. All work associated with both the software and supporting business processes must still be completed by Fall 2019.	Those who will receive training on UCPath, as training will be deferred until early 2020.

UCSF PROCESS IMPROVEMENT STORY

Customer Experience Pillar

Long delays for data and unhappy customers led **UCSF IT Enterprise Information and Analytics** team to partner with their research community clients to create a better system.

Problem

Data requests took too long and the process was making researchers unhappy customers.

In 2018, UCSF's Clinical Data Research Consultations (CDRC) Team, a group of IT data analysts and clinical data research consultants, identified what wasn't working and created a plan to fix the problems.

What wasn't working?

- ✗ Average delivery time for data was long (100+ days).
- ✗ Communications with clients were not consistent.
- ✗ Request specifications were not clear.
- ✗ Multiple iterations with client to "get it right."

What did we do about it?



Developed data specification jointly with clients



Created new statement-of-work specification



Detailed request tracking for visibility



Weekly open tickets meeting



Peer review prior to delivering data

Ideas

More data requests, in less time

62% ↑ data requests

50% ↓ days to delivery

Results

Before	After
Average # of data requests per year	130
Average days to data delivery (ticket closure)	110
	210
	55



FAS TRUE NORTH SCORECARD FY2018-19

as of: 4/24/19

Metric (Metric description)	As of 6/30/18	Q1	Q2	Q3	Q4	FY19 Year to Date	1-Year Target by 6/30/19
OUR PEOPLE							
M1 FAS Employee Engagement (Expressed on FAS Grand Mean scale of 1-5)	3.98 (Gallup 46th)			<i>Results available annually at FY end</i>		Pending	4.03 (Gallup 50th)
M2 FAS Voluntary Turnover Rate (Expressed as % of FAS Career Staff, excl. retirement)	5.3%	1.8%	0.9%	0.5%		3.5%	≤ 6.0%
M3 FAS Internal Hiring Rate (% of FAS open positions filled with candidates from UCSF)	24%	22.6%	38.0%	25.4%		28.0%	26%
CUSTOMER EXPERIENCE							
M4 FAS Customer Satisfaction Index (FAS Average expressed on 1-100 scale)	63	67	66	67		67	64 (6.8 on 10 point scale)
SAFETY							
M5 Campus Workplace Injuries, Count (Expressed as # incidents per 100 FTE)	479 2.4	164 0.8	94 0.4	158 0.7		416 1.9	508* 2.3
M6 Cyber Security Framework Maturity Score (Expressed as sum of ratings for 20 categories on 0-5 scale)	52		<i>Results available annually in February</i>	58 <i>(Improved in 7 & decreased in 2 of 20 rating categories)</i>		58	57 <i>(Improve in 5 of 20)</i>
RESOURCE MANAGEMENT & STEWARDSHIP							
M7 % FAS Units with Long Term Balanced Operating Budgets (Are we closing the gap?)	37%		<i>Results available annually after budget cycle</i>	41% (forecast)		41% (forecast)	100%
M8 FAS Change in Net Position (What is the gap, in \$M?)	(\$9M)	14.7M	(\$15.7M)	11.8M		10.8M	(\$15M)
M9 FAS Variance from Plan Change in Net Position (Is our Plan accurate and executed well?) (Expressed as % of Plan Revenue)	1.4%	13.9%	-7.3%	10.7%		5.7%	< ±2% from 0
M10 Carbon Neutrality Index (Expressed in metric tons of CO2 emitted)	92,003 [▲] (revised)			<i>Results available annually at FY end</i>		Pending	87,080
M11 % ICAMP Building Assessment Program (Expressed as a % total square feet of 25 UCSF-owned buildings)	0%		<i>First result Q3</i>	3.4%		3.4%	6%
INNOVATION							
M12 FAS Units Tracking KPIs (Expressed as % of units tracking KPIs on visibility boards to problem solve and improve)	17.9%	NA	16.2%	49.0%		49.0%	50%

*FY18 Carbon neutrality results revised after year-end.

* Calculated assuming Campus FTE of 22,102 (22,102/100*2.3)

FAS True North

FY19 metrics measure our progress

