TRUE NORTH 101: Pyramid, Strategic Priorities + Metrics

What is True North and why is it important?

Our people want to feel their work is important to the UCSF mission. The FAS True North is our compass of how Financial and Administrative Services (FAS) delivers on the UCSF mission of caring, teaching healing and discovering.

The five pillars represent where we strive for excellence because Our People, Customer Experience, Safety, Resource Management and Stewardship, and Innovation matter to the excellence of UCSF. The pillars provide a common language to show that our FAS Village is rowing in the same direction, much like our PRIDE values unite us in how we conduct ourselves to create a collaborative culture. Strategies to support our True North are determined from the “bottom-up” – FAS departments own the goals and work that impact each of our pillars.

https://fas.ucsf.edu/fas-true-north
Strategic Priorities

Strategic Priorities are our “top down” strategies – game changers that unify us.

FAS Strategic Priorities Support Enterprise Growth

**Optimize Resource Allocation (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 value to the customer and our capacity to serve the growing enterprise

**Parnassus Revitalization**
Plan and governance to move forward on Parnassus vision while sustaining effective campus operations

**Culture of Continuous Improvement**
Build the culture and skills to be an organization of problem-solvers practicing continuous improvement

[https://fas.ucsf.edu/fas-true-north](https://fas.ucsf.edu/fas-true-north)
FAS True North
FY19 metrics measure our progress

Our People
Create an optimal work experience
- Metric 1: Achieve 50th percentile FAS employee engagement
- Metric 2: Maintain ≤6 FAS voluntary turnover rate
- Metric 3: Increase FAS internal hiring rate to 26%

Customer Experience
Create exceptional customer experience
- Metric 4: Increase FAS Customer Satisfaction Index

Safety
Deliver a safe and secure environment
- Metric 5: Decrease campus workplace injuries by 3%
- Metric 6: Improve IT security maturity score

Resource Management & Stewardship
Manage costs and optimize assets
- Metric 7: 100% FAS units with long term balanced operating budgets
- Metric 8: ($15M) FAS change in net position
- Metric 9: +/- 2% FAS variance from plan change in net position (expressed as a percent of revenue)

Innovation
Invest in transformation and continuous improvement
- Metric 10: Decrease carbon emitted by 87,080 metrics tons
- Metric 11: 8% ICAMP building assessments complete
- Metric 12: Increase FAS units tracking KPIs to 50%

UCSF Financial & Administrative Services (FAS)