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
FAS Strategic Priorities are “top down” strategies—game changers that unify us.

FAS Strategic Priorities Support Enterprise Growth

- **Optimize Resource Allocation**
  Simplify, update, and right size the funding and allocation models for a $7b+ and growing enterprise.

- **Value Improvement**
  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 continuing improvement.
FAS True North FY21
Metrics measure our progress

UCSF Financial & Administrative Services (FAS)

Our People
Create an optimal work experience

Customer Experience
Create exceptional customer experience

Safety
Deliver a safe and secure environment

Resource Management & Stewardship
Manage costs and optimize assets

Innovation
Invest in transformation and continuous improvement

M1
M2
M3
M4
M5
M6

Metric 1
Improve or maintain FAS employee engagement (from 2019 score of 4.06)

Metric 2
Achieve racial equity and sense of belonging (4 of 4 tactics)

Metric 3
% core services improve, or maintain high performance (high performance ≥ 67 or 7 on 10-pt scale)

Metric 4
Decrease campus workplace injuries to 2.1 per 100 FTE

Metric 5
Reduce planned deficit to > -$11.6M

Metric 6
Increase $ value improvement created (50% of cumulative 3-year target of $14M)