

STRATEGIC OBJECTIVES		Champion	Measure No.	MEASURES	Planned Targets 06/07	Planned Targets 07/08	Freq.	Init. No.	INITIATIVES
Customer Perspective									
Customer Perspective	Improve Customer and Stakeholder Satisfaction Through C.A.R.E. Meet and exceed customer and stakeholder expectation	Jon / Kevin	1	FAS CSS Overall Customer Satisfaction rating	3.9	4.04	A		
	Quality Service Meet and exceed customer and stakeholder service quality expectations.	Jon / Kevin	2	CLS Quarterly CSS Overall Customer Satisfaction Score	N/A	Baseline to be established during FY07/08	Q	C1	Develop and Implement Quarterly Customer Satisfaction Measurement Tool.
	Value for the Money Meet and exceed customer and stakeholder expectations for services that provide value for their money.	Jon / Kevin	3	CLS Quarterly CSS Quality/Value Score	N/A	Baseline to be established during FY07/08	Q	C1	Develop and Implement Quarterly Customer Satisfaction Measurement Tool.
	Convenient Service Meet and exceed customer and stakeholder expectations for convenience and accessibility of our services.	Jon / Kevin	4	CLS Quarterly CSS Convenience & Accessibility Score	N/A	Baseline to be established during FY07/08	Q	C1	Develop and Implement Quarterly Customer Satisfaction Measurement Tool.
Financial Perspective									
Financial Perspective	Develop Resources for Growth and Renewal Develop resources in a manner that creates a predictable capacity for meeting contingent liabilities and planned growth.	Gary / Peter	5	Net Operating Gain/(Loss) After Debt Service	\$2.4M	\$2.1M	Q		
	Enhance Cost Effectiveness Improve operating efficiencies to meet financial goals without compromising customer service.	Gary / Peter	6	Operating expense as % of gross margin	N/A	84.1%	Q		
			7	# of CLS Business Units meeting their established service cost targets as identified in FAS measure F2	N/A	5	A		
Increase Revenue Increase revenues in order to achieve long range financial goals.	Gary / Peter	8	Gross Margin	\$48.84M	\$54.09M	Q			

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Internal Perspective										
Themes: Service										
Internal Perspective	Increase Our Campus Life Value to UCSF Stakeholders									
	Improve our campus life value to stakeholders through image management, education, and meeting expectations.		Gary / Jon	9	# of Stakeholder Newsletter publications	N/A	2	Q	12	Develop & Distribute stakeholder Newsletter and Develop a Stakeholder Survey
	Develop Partnerships & Alliances That Enhance Value for CLS Customers									
	Improve the quality and value of services to customers through strategic alliances with stakeholders, campus service providers, and vendors.		Barbara / Tracey / Mike Brower	10	# of collaborative projects initiated	N/A	2	Q	13	Initiate collaborative projects between CLS and other UCSF Departments to meet strategic objectives.
	Improve Accessibility & Convenience									
Improve access to and awareness of CLS services.		Barbara / Kevin	11	# of transactions directly related to new access and convenience	N/A	700	Q	14	<u>CLS marketing plan:</u> Development and achievement of communication effectiveness targets. Development and achievement of marketing growth targets .	
Expand Customer Base Through Cross-Marketing										
Increase overall customer base through cross unit services, bundling, and one-stop shopping opportunities.		Gary / Gail Mametsuka	12	% of trackable customers over baseline using multiple services	N/A	3% over baseline established Sept. 2007	A	15	Continuation of Data Warehouse project- Cross Marketing Projects between Units resulting in identifying customers using 3 or more CLS services	
Target and Deliver High Quality, High Value Services										
Tailor delivery to achieve customer priorities and requirements, consistent with institutional strategy.		Keith	13	# of CLS Business Unit improvements targeting specific customer segments	N/A	4	A	16	Each CLS Business Unit will identify strategic customer segments) and identify at least 1 service line improvement using the results of measures 20 & 21 (Customer Segmentation)	

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Campus Life Services Balanced Scorecard

FY 07-08

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Internal Perspective	Themes: Control									
	Improve Compliance & Internal Controls Develop and maintain systems and processes that assure a strong control environment while supporting our business effectiveness.		Gary / Betty	14	% completion of action items (from internal review) scheduled to be completed by June 30, 2008 for cash management	N/A	100%	A	17	Internal review and improved procedures for cash management (yr 1). Subsequent years: purchasing (yr2), inventory (yr2), and payroll (yr 3) see calendar.
	Improve & Implement Resource Management Report Tools Develop and improve resource management and business systems that enable the effective use of data for planning, operating, and demonstrating value		Gary / Alana	15	% of planned BSD automation initiatives accomplished	N/A	100%	Q	See BSD BSC FY07/08 "Improve & Implement Resource Mgmt Report Tools"	
			Gary/Dan	16	% of planned IT improvements accomplished	N/A	100%	Q	See IT 3 year project plan.	
	Themes: Cost									
	Automate & Streamline Business Processes for Cost Effectiveness Improve cost effectiveness of business processes by implementing effective technology and eliminating unnecessary or duplicate processes.		Gary / Peter Campos	17	\$ savings from business process re-engineering	N/A	\$1,000 per month	Q		
		Gary / Alana	18	# Business Process Improvements as a result of Projects	N/A	4	Q			

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FY 07-08

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Learning and Growth Perspective									
Learning and Growth Perspective	<u>Understand Stakeholder Needs and Expectations</u> Increase our understanding of Stakeholder needs and expectations in order to develop relationships and promote our campus life values.	Tracey	19	# of interviews/focus groups with targeted stakeholders	N/A	2 groups	Q	L8	Complete Stakeholder Interviews
	<u>Understand Customer Needs and Expectations</u> Increase our understanding of the needs of targeted customer segments in order to anticipate and exceed their expectations.	Keith	20	% participation of identified Management Group members in FAS Customer Segmentation On-Line Training	N/A	100%	Q	L9	Implement annual CSS focus groups based on Customer feedback
			21	FAS CARE survey score for "Understands My Needs" for CLS - Chair, Dean, VC	N/A	3.62	A		
	<u>Improve Staff Motivation & Innovation Through a More Supportive Work Environment</u> Foster and support an environment of success, trust, diversity, and creativity through empowerment, accessibility, transparency, and timely communication.	Steve / Jason	22	*FAS PULSE EOS roll-up score for "My work unit's leadership communicates essential information to all levels of the organization" and " There is a climate of trust within my work unit" for CLS	N/A	3.95	A	L4	CLS marketing plan: Internal Communications Improvement Plan

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Learning and Growth Perspective	Expand CLS Service Driven Culture & Community to Encompass All Staff Raise staff awareness of the CLS vision, mission, strategy, and service values; and build a community that exists across all CLS sites where each individual understands the important role they play in achieving our collective purpose and goals.	Steve / Jason	23	*FAS PULSE EOS roll-up score for ""My unit works well together.", "The person I report to encourages teamwork", and " I understand the CLS Mission, Vision, Values, and Goals." for CLS.	N/A	4.25	A		
	24		% on-time new employee orientation	N/A	99%	Q			
	25		CARE service standards trainings (60 days)	N/A	99%	Q			
	Improve Critical Management & Staff Skills Assure management & Staff have the competencies necessary to fulfill job roles, accommodate growth needs, and achieve CLS strategic objectives.	Steve / Jason	26	*FAS Pulse EOS roll-up score Leadership and Training, & Development Scores for CLS	N/A	4.13	A		
	27		% of supervisor competency certification training requirements met.	N/A	90%	Q			
	28		# of CLS career staff with Personal Balanced Scorecards	N/A	17	A	L10	Personal Balanced Scorecard Implementation Initiative	
	29		% of CLS Leadership that participate in FAS Leadership Group complete developmental plan	N/A	50%	A			

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