



## Updates to the DFA Framework for Success in Spring 2022

In summer and fall 2021, as units in the Division of Finance and Administration continued their work to develop unit level key activities and metrics, Vice President Mike Green sought feedback from OSU senior leaders about elements of the [DFA Framework for Success](#). The overall feedback was very positive and supportive of the Framework. University leaders shared suggestions about how the DFA Guiding Principles and key activities could be better expressed through more clear and inspirational language and formatting. Vice President Green also received valuable insights about using language that more clearly and completely conveys intent and alignment with university values.

Based on this stakeholder feedback, the DFA team updated some of the ways guiding principles, key performance indicators, key activities and division-wide metrics are expressed. This document presents the changes:

- An expanded narrative about the reasons for the Framework for Success, how it was developed and its intended outcomes;
- A new vision statement that clearly expresses how the DFA supports the university's mission and goals;
- A new introductory statement to the DFA Guiding Principles that explains how they are intended to be used, along with updates to the structure and format of the text (note that the principles themselves did not change);
- Updated language for key activities and metrics – refined key activity statements; division-wide metrics are now referred to as “performance measures” to clarify that they include both quantifiable and qualitative measurements of specific activities and bundles of activities.

## Origin of the DFA Framework for Success

Former OSU president Edward J. Ray once said that the Division of Finance and Administration (DFA), comprising 10 distinct units and over 600 employees, runs the equivalent of a small city in support of the university community. Mike Green, vice president for finance and administration and chief financial officer, works closely with the [president](#), [provost](#) and the [division senior leaders](#) to provide leadership, oversight, and stewardship for all aspects of the university's administrative functions and services, and an annual budget of over \$1.6 billion. DFA employees collaborate across the university to ensure that OSU's resources, infrastructure and services are aligned with the university's teaching, research and engagement mission.

### How are we doing? The question that started it all

Several years ago, President Ray approached Vice President Green with the question, “how are you doing?” and Mike realized he could only talk about the division's status in generalities and anecdotes. The question started to nag at him—how *are* we doing as a division, really? Are members of the community satisfied with our services? Are we reaching our goals and addressing the needs of students and employees? Two other things happened around this time in 2017. The division received the results from an [external review](#) of OSU's business operations, which called for streamlining processes and other efficiencies, and also pointed out the need for DFA employees to have a collective identity, a sense of belonging within the organization and a common vision to rally around. Then, at a College of Engineering awards banquet, Mike met Associate Professor [Javier Calvo-Amodio](#), who researches how to design purposeful human activity systems from a systemic and holistic perspective. From there a partnership was born.

## **Developing the Framework for Success**

Soon after, the division's senior leaders, unit directors and managers, and Dr. Calvo-Amodio and his team of graduate students embarked on a journey to collectively develop the DFA Framework for Success. The Framework is a comprehensive approach to supporting informed and transparent decision-making across the Division of Finance and Administration, for the benefit of the university. The DFA Framework for Success allows for an open and collaborative culture where everyone can contribute their expertise and ideas.

Built from the ground up on the foundation of OSU's core values—accountability, diversity, integrity, respect and social responsibility—the Framework provides the underlying system of concepts, principles, and activity drivers for DFA employees to focus their efforts in support of and aligned with OSU's vision, mission, and strategic plan. The Framework for Success has three key components:

- Guiding principles
- Key performance indicators (KPIs) and key activities
- Division-wide and unit-level metrics

In summer and fall 2021, as teams across DFA began unit-level metrics development, Vice President Green, Dr. Calvo-Amodio and a small team conducted outreach sessions with OSU senior leaders, including vice presidents, vice provosts and deans, as well as the president and provost. This input was critical to ensure that the Framework elements emphasize and measure actions and outcomes that are important to our partners in OSU's colleges, divisions, units and departments.

The overall feedback from the summer sessions was very positive and supportive of the Framework. This leadership feedback has been incorporated through minor revisions to the guiding principles, key performance indicators, key activities and division-wide metrics. Vice President Green will engage periodically with university leaders to share these and future updates as the DFA completes the initial implementation of the Framework for Success by the end of fiscal year 2022.

## **Outcomes of the Framework for Success**

The Framework for Success results in a number of positive outcomes for the Division of Finance and Administration and the people of the OSU community. DFA leaders expect these impacts to continue to grow and expand as the Framework program matures.

### **Informing DFA's strategic direction**

Since the Division of Finance and Administration developed the first iteration of the Framework for Success in 2018-2019, it has informed the division's [strategic direction](#). The division's priorities and projects are driven by Framework elements—the guiding principles, key performance indicators and key activities. Together, these elements help senior leaders determine the division's strategic priorities, projects and actions, which in turn directly advance [actions in OSU's strategic plan](#).

In fall 2021, the DFA senior leadership team began the process of updating the division's strategic priorities for fiscal years 2022-2026. This short list of major priorities helps units across the Division of Finance and Administration focus limited resources on projects and actions that are most important to OSU stakeholders. By mapping out critical projects according to the division's key activities, DFA staff can ensure that progress continues on all fronts.

### **Developing ways to measure operational performance**

The core parts of the Framework for Success are the Key Performance Indicators (KPIs), key activities, division-wide performance measures and unit-level metrics, which help DFA units operationalize the activities and service levels that are important to stakeholders. Performance measures and metrics can help DFA teams better understand their successes and challenges, and pinpoint important areas for continuous improvement.

### **Providing direction and decision-making tools for employees**

Feedback from university leaders suggested creating a vision statement for the division, that clearly expresses how the division's activities support the university's mission, goals and shared values. Their ideas contributed to the new vision statement that better expresses how the work of DFA employees advances OSU's mission.

Together with the [risk assessment tools](#) developed early in the process, the DFA Guiding Principles are intended to help all DFA employees with effective decision-making, whatever their role. DFA leaders regularly refer to the principles to work through different aspects of decisions to ensure that outcomes align with the university's mission and shared values. DFA leaders are promoting the use of the DFA Guiding Principles and risk assessment tools as useful, everyday resources for all employees. A new introductory statement explains the use of the guiding principles.

### **Creating opportunities for academic and professional success**

Since 2018, two PhD students, two Master of Science (MS) students, and two undergraduate researchers have been directly involved in the Framework for Success project. Involvement in the project has informed directly one PhD dissertation and one MS thesis. The PhD dissertation focused on foundational theory about communication within organizations with one of the papers being awarded the Sir Geoffrey Vickers Memorial Award by the International Society for the Systems Sciences. The award recognizes significant contributions to the advancement of the systems sciences. The MS thesis focused on advancing understanding of how performance management systems are defined. The work has been recognized internationally at the American Society for Engineering Management, International Society for the Systems Sciences, and the International Council on Systems Engineering. Research and academic achievements related to DFA's Framework for Success are ongoing.

### **How the DFA Framework for Success supports OSU's Mission and Goals**

Feedback from OSU leaders suggested that adding a vision statement could help the Division of Finance and Administration more clearly articulate how the work of DFA units advance OSU's mission and goals. By forming a connection between the Framework for Success and OSU's mission, the vision statement helps DFA employees see how their day-to-day work impacts the university's big picture outcomes.

The tables below show how the Framework elements fit together in support of the university's mission, vision, goals and values.

### Oregon State University Mission

As a land grant institution committed to teaching, research, and outreach and engagement, Oregon State University promotes economic, social, cultural, and environmental progress for the people of Oregon, the nation, and the world. We accomplish this by:

- Producing skilled graduates who are critical thinkers;
- Searching actively for new knowledge and solutions;
- Developing the next generation of scholars;
- Collaborating with communities in Oregon and around the world; and
- Maintaining a rigorous focus on academic excellence, particularly in three signature areas: the science of sustainable earth ecosystems, health and wellness, and economic prosperity and social progress.

Vision	Goals	Core Values
Leadership among land grant universities in the integrated creation, sharing and application of knowledge for the betterment of humankind.	1. PREMINENCE IN RESEARCH, SCHOLARSHIP, AND INNOVATION	1. Accountability
	2. TRANSFORMATIVE EDUCATION THAT IS ACCESSIBLE TO ALL LEARNERS	2. Diversity
	3. SIGNIFICANT AND VISIBLE IMPACT IN OREGON AND BEYOND	3. Integrity
	4. A CULTURE OF BELONGING, COLLABORATION, AND INNOVATION	4. Respect
		5. Social responsibility



### The vision of the Division of Finance & Administration (new)

*The Division of Finance & Administration enables the university's mission by being a trusted, innovative and collaborative partner that builds and delivers programs connecting every member of the OSU community to resources, people, environments and systems that are vital to excel and succeed.*



**DFA Guiding Principles**

*(new introduction and revised formatting of principle statements)*

**As people employed in the Division of Finance and Administration collaborate across all domains of the university, they use the guiding principles, individually or in combination, to assess whether judgements, plans and decisions align with OSU's core values, vision, mission and strategic plan.**

**The work of DFA impacts every person at OSU, every moment, every day.**

Generate effective results through <b>structured and inclusive decision-making</b> .	Convey and confirm intent and respect for all OSU community members through <b>communication and engagement that is responsive, clear and transparent</b> .	Improve effectiveness and efficiency through <b>process consistency balanced with flexibility</b> .	Provide for OSU community members' success through <b>community safety, support for well-being and respect for all</b> .	
Ensure the long-term success of the university through <b>proactive stewardship of resources in alignment with OSU's Strategic Plan</b> .	Balance innovation and compliance through active <b>assessment and management of risk</b> .	Remove barriers to success and expand access to services <b>through clearly defined and integrated policies, standards and processes</b> .	Improve the satisfaction of OSU community members through empowering employees with <b>appropriately delegated decision-making authority</b> .	
<b>ACCOUNTABILITY</b>	<b>DIVERSITY</b>	<b>INTEGRITY</b>	<b>RESPECT</b>	<b>SOCIAL RESPONSIBILITY</b>

**Compare with original format of DFA Guiding Principles:**

## DFA Principles



Oregon State University  
Finance and Administration

OSU Core Values				
Accountability	Diversity	Integrity	Respect	Social Responsibility

- ❑ **Structured and inclusive decision-making** generates effective results.
- ❑ **Clear and transparent communication** conveys and confirms intent and respect for all stakeholders.
- ❑ **Process consistency, balanced with flexibility**, improves efficiency and effectiveness.
- ❑ **Community safety and respect for all its members** embodies our core values, and enables our mission.
- ❑ **Active stewardship of resources** ensures the long-term success of the university.
- ❑ **Assessing and managing risk** balances innovation and compliance.
- ❑ **Clearly defined and integrated policies, standards and processes, that remove institutional bias, coupled with appropriately delegated authority**, empower employees and improve the satisfaction of all stakeholders.

<b>Accountability</b>	<b>Diversity</b>	<b>Integrity</b>	<b>Respect</b>	<b>Social Responsibility</b>
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**Key Performance Indicators, Key Activities and Division-wide Performance Measures**

*Note: Division-level performance assessments measure university-wide services and activities, while DFA's internal outcomes are tracked at the unit level.*

Key performance indicators (KPIs) did not change; they are broad categories that resonate with the different types of work performed across the division. The key activities that explain KPIs have been revised to use more inspirational language that clearly expresses intent and shows alignment with university values.

Division-wide metrics are now referred to as “performance measures” to clarify that they include both quantifiable and qualitative measurements of specific activities and bundles of activities. Some of the DFA’s performance measures were clarified, and some are aspirational; they will be defined and measured later as the program matures.

The table below presents revised key activities and updated descriptions for division-wide performance measures. Unit-level metrics developed to date were not impacted by these changes.

KPI	Key Activity	Division-Wide Performance Measures
PEOPLE	<p><b>Revised:</b> Be an employer of choice that attracts, develops and retains excellent and diverse people</p> <p><b>Original:</b> <i>Attract, develop and retain excellent and diverse people</i></p>	<p><b>Revised:</b></p> <ul style="list-style-type: none"> <li>• Diverse talent acquisition</li> <li>• Sense of Belonging</li> <li>• Professional Development</li> <li>• Career Mobility</li> <li>• Retention</li> </ul> <p><b>Original:</b></p> <ul style="list-style-type: none"> <li>• <i>Employee engagement (Talent Management, Employee Engagement/Climate Survey)</i></li> <li>• <i>Diverse talent acquisition and retention</i></li> </ul>
OPERATIONAL EXCELLENCE	<p><b>Revised:</b> Create responsive systems and procedures that support the success of members of the OSU community, and achieve competitive advantage for the university</p> <p><b>Original:</b> Create systems and procedures that support stakeholder success and achieve competitive advantage for the university</p>	<p><b>Revised:</b></p> <ul style="list-style-type: none"> <li>• Business systems and processes that are fit for purpose</li> <li>• Stakeholder success</li> </ul> <p><b>Original:</b></p> <ul style="list-style-type: none"> <li>• <i>Business systems and processes that are fit for purpose (measured through process time, # of people involved, # of steps involved, # of approvals)</i></li> <li>• <i>Stakeholder success (survey)</i></li> </ul>

<p>SAFETY</p>	<p><b>Revised:</b> Promote the health, safety, and well-being of every member of the OSU community</p> <p><b>Original:</b> <i>Seek to provide for the health, safety, and well-being of our community</i></p>	<p><b>Revised:</b></p> <ul style="list-style-type: none"> <li>• Community sense of physical and mental safety and security</li> <li>• Community engagement in safety/security</li> <li>• Emergency management program is current and comprehensive</li> <li>• Workplace and student learning and living environments safety programs are comprehensive and effective</li> </ul> <p><b>Original:</b></p> <ul style="list-style-type: none"> <li>• <i>Community sense of safety/security (Climate Survey, Bias Complaints)</i></li> <li>• <i>Engagement in safety/security</i></li> <li>• <i>Emergency management program is current and comprehensive</i></li> <li>• <i>Lab and industrial safety program is comprehensive (Peer Comparison, # of Safety Inspections/Trainings, Safety Incidents, Compliance Issues)</i></li> </ul>
<p>INFRASTRUCTURE</p>	<p><b>Revised:</b> Build and maintain infrastructure that supports the people of the OSU community and their academic, research, and outreach activities.</p> <p><b>Original:</b> <i>Build and maintain mission appropriate infrastructure</i></p>	<p><b>Revised:</b></p> <ul style="list-style-type: none"> <li>• Facilities are clean and well-maintained</li> <li>• Facilities are designed to support today's pedagogy, research, and outreach needs and are flexible to support the future</li> <li>• Infrastructure is efficient and effective</li> <li>• Facilities are accessible to all</li> <li>• Infrastructure plans are aligned with the strategic plan of the university.</li> </ul> <p><b>Original:</b></p> <ul style="list-style-type: none"> <li>• <i>Facilities are clean and well-maintained (Community Survey, Inspections, Contract Performance Metrics)</i></li> <li>• <i>Facilities are designed to support today's pedagogy and flexible to support the future (Survey, Peer/Best Practice Comparison, Remodel Costs over Time)</i></li> <li>• <i>Infrastructure is efficient and effective</i></li> <li>• <i>Facilities are accessible to all (Accessibility Study and Progress toward Accessibility Goals)</i></li> </ul>
<p>FINANCIAL SUSTAINABILITY</p>	<p><b>Revised:</b> Proactively steward university resources for the maximum benefit of OSU.</p>	<p><b>Revised:</b></p> <ul style="list-style-type: none"> <li>• Financial and human resources are managed effectively</li> <li>• Reserves are adequate</li> <li>• Managing within reoccurring budget</li> <li>• Transparency of budgets</li> <li>• Budgets are aligned with OSU's strategic plan</li> </ul>

	<p><b>Original:</b> Manage university resources for the maximum benefit of stakeholders</p>	<p><b>Original:</b></p> <ul style="list-style-type: none"> <li>• <i>Financial resources are managed effectively (University)</i></li> <li>• <i>Reserves are adequate-University, DFA, and units</i></li> <li>• <i>Effort: FTE or salary spend/function or task-University, DFA, and units</i></li> <li>• <i>Managing within reoccurring budget-University, DFA, and units</i></li> <li>• <i>Transparency of budgets- University, DFA, and units</i></li> </ul>
<p>RISK</p>	<p><b>Revised:</b> Assess and manage strategic, compliance, operations, financial and reputational risk to protect the university and support the pursuit of innovation and opportunities.</p> <p><b>Original:</b> <i>Manage compliance, financial and reputational risk</i></p>	<p><b>Revised:</b></p> <ul style="list-style-type: none"> <li>• Comprehensive insurance program</li> <li>• Total Cost of Risk</li> </ul> <p><b>Original:</b></p> <ul style="list-style-type: none"> <li>• <i>Risk maturity rating (under development with Office of Audit, Risk and Compliance)</i></li> <li>• <i>Comprehensive insurance program</i></li> <li>• <i>Total Cost of Risk</i></li> </ul>

For questions about the Division of Finance and Administration, the Framework for Success, the DFA's strategic priorities or other matters, please email the vice president's office at [VPFA@oregonstate.edu](mailto:VPFA@oregonstate.edu).