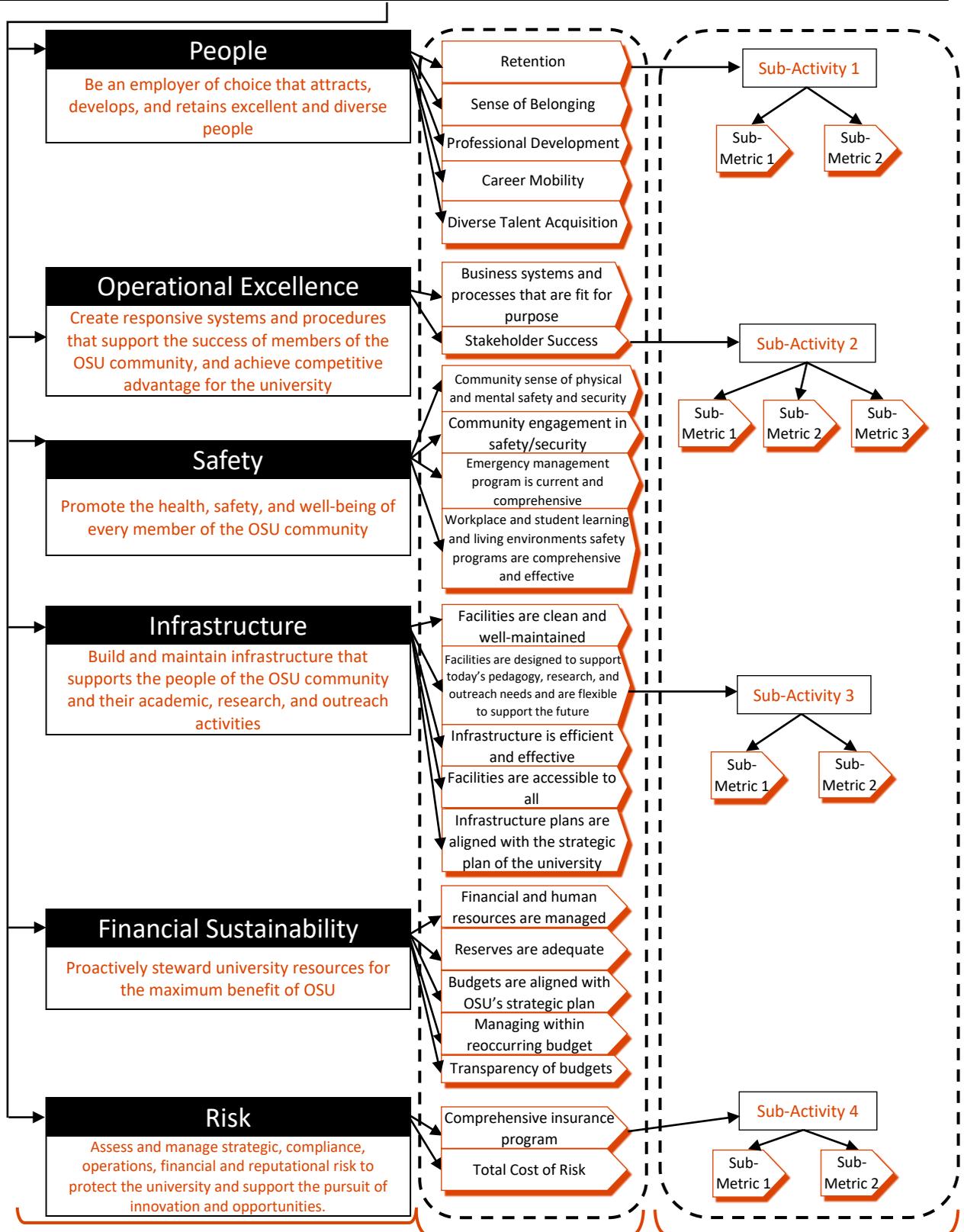


**DFA Guiding Principles**

*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 through <b>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>



Key Performance Indicators (KPIs in white text) operationalize the Framework by representing the state of affairs within DFA by integrating performance measurements of key activities.

Each KPI has been assigned an overarching key activity (in orange text) that represents how all of DFA will focus efforts to improve that KPI.

The DFA performance measures are performance measurements tied to the KPI and key activity.

At the unit level, teams will select the DFA performance measures that best measure how they contribute towards DFA's success. Sub-activities describe how the team will work to improve the performance measure. This work will be measured by the team's sub-metrics.