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.

**Accountability**

- **People**
  - Be an employer of choice that attracts, develops, and retains excellent and diverse people

- **Operational Excellence**
  - Create responsive systems and procedures that support the success of members of the OSU community, and achieve competitive advantage for the university

- **Safety**
  - Promote the health, safety, and well-being of every member of the OSU community

- **Infrastructure**
  - Build and maintain infrastructure that supports the people of the OSU community and their academic, research, and outreach activities

- **Financial Sustainability**
  - Proactively steward university resources for the maximum benefit of OSU

**Diversity**

- **Risk**
  - Assess and manage strategic, compliance, operations, financial and reputational risk to protect the university and support the pursuit of innovation and opportunities.

**Integrity**

- **People**
  - Retention
  - Sense of Belonging
  - Professional Development
  - Career Mobility
  - Diverse Talent Acquisition

- **Operational Excellence**
  - Business systems and processes that are fit for purpose
  - Stakeholder Success
  - Community sense of physical and mental safety and security

- **Safety**
  - Community engagement in safety/security
  - Emergency management program is current and comprehensive
  - Workplace and student learning and living environments safety programs are comprehensive and effective

- **Infrastructure**
  - Facilities are clean and well-maintained
  - Facilities are designed to support today’s pedagogy, research, and outreach needs and are flexible to support the future
  - Infrastructure is efficient and effective
  - Facilities are accessible to all
  - Infrastructure plans are aligned with the strategic plan of the university

- **Financial Sustainability**
  - Financial and human resources are managed
  - Reserves are adequate
  - Budgets are aligned with OSU’s strategic plan
  - Managing within reoccurring budget
  - Transparency of budgets

**Respect**

- **People**
  - Retention
  - Sense of Belonging
  - Professional Development
  - Career Mobility
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**Social Responsibility**

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.

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

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.

Generate effective results through structured and inclusive decision-making.
Convey and confirm intent and respect for all OSU community members through communication and engagement that is responsive, clear, and transparent.
Balance innovation and compliance through active assessment and management of risk.
Remove barriers to success and expand access to services through clearly defined and integrated policies, standards and processes.
Provide for OSU community members’ success through community safety, support for well-being and respect for all.
Ensure the long-term success of the university through proactive stewardship of resources in alignment with OSU’s Strategic Plan.

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