

# Strategic Plan 2008

**VISION**

Working together to enable the university to go further

**MISSION**

ITS provides and fosters an innovative, customer-focused and robust foundation for IT solutions that empowers the University community to pursue excellence in research and education

**VALUES**

The university comes first. We are a service organization that supports the university’s mission and goals in its pursuit of excellence. The services we provide must be reliable and customer oriented. We value the integrity of our services and our organization, and we strive for open communication, collaboration and continuous improvement.

**GOALS**

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# Customer Focus

Foster customer success by understanding and anticipating their needs

## OBJECTIVES

Process objective:

- Create and begin implementing a plan by the end of FY 07-08 to create a task force of customers and staff to provide feedback on services with a goal of increasing service adoption rates in departments
- Use Help Desk incident-tracking volume to identify areas of investigation, with the goal of reducing incident volume (Currently 54% (aggregate))
- Establish and publish response and resolution rates of customer calls for ITS services by the end of FY 07-08
- Define methodology to collect customer feedback on critical services by December 2008

Outcome objectives:

- Increase managed desktop support contracts by 10% annually
- Increase the number of students that answer Disagree or Strongly Disagree to “The University’s information technology is lagging behind my needs” on the 2008 ITS Annual Campus Survey by 5% (Currently 64%)

## CRITICAL SUCCESS FACTORS

- Clearly defined customer points of contact and escalation with ITS
- Customer understanding and support of Service Level Agreements
- Identification and understanding of our customers, partners, and their roles
- Effective communication with campus about ITS services and channels for feedback

## BARRIERS

- Existing mediocre or negative perceptions of ITS services, people and organization
- Distributed IT infrastructure with too many intermediaries between ITS and end-users
- Negative perception of cost of services
- Lack of formal definition of Tier 2 support
- Lack of a consolidated view of our customer contacts
- Lack of consistent answers from ITS staff to customer questions and issues
- Lack of appropriate and timely communication on new services, costs, processes, and projects within ITS and across campus

## STRATEGIES

1. Create process to escalate recurring issues from all sources to staff or managers who can do something to address the issues  
(See also Operational Excellence Strategy #1; Leadership #1)
2. Regularly review our customer feedback strategy with customers  
(See also Operational Excellence Strategy #1; Organizational Excellence #5; Leadership #1; Innovation #6)

3. Clearly identify, communicate, and reinforce processes internally when they affect customers  
(See also Transparency Strategies #2, 3, 5)
4. Define and set expectations regarding ITS-offered services  
(See also Operational Excellence Strategy #5; Organizational Excellence #1; Leadership #5; Transparency #3, 4)
5. Enhance our understanding and interaction with our customers and simplify their contact with ITS  
(See also Operational Excellence Strategies #1, 5; Organizational Excellence #1, 5; Leadership #1; Innovation #6; Transparency #3, 4)
6. Examine existing documentation to identify where we need to supplement material about services and issues with a Knowledge Base  
(See also Organizational Excellence Strategy #5; Leadership #1)

# Innovation

Facilitate and develop creative solutions through new approaches, partnerships and research

## OBJECTIVES

Process objective:

- Prepare three collaborative proposals for an ITAC innovation award (FY 08-09)
- Prepare three research grants for external funding (FY 08-09)
- Develop a framework for consistently identifying, promoting, and recognizing process innovation

Outcome objectives:

- Increase ITS staff's sense of organizational commitment to innovation as measured by the ITS Annual Staff Survey by 5% each year [GOAL = 85%]
- Increase the number of students that answer A/SA to "The university provides innovative cutting-edge technology for my academic purposes" on the ITS Annual Campus Survey by 5% (Currently 74%)

## CRITICAL SUCCESS FACTORS

- Talented grant writers to help with large innovative projects
- Partnerships with campus IT leaders and beyond
- Open dialogue on campus about the innovative projects that are being explored
- Knowledge and awareness of best practices and latest technology trends
- Tolerance of failures and dead-ends resulting from pursuit of innovation

## BARRIERS

- Lack of staff bandwidth and/or motivation
- Inadequate funding and other resources
- Absence of appropriate controlled environments to pursue innovation
- ITS risk averse
- Lack of knowledge and buy-in of why innovation is needed

## STRATEGIES

1. Create plan to allocate time and resources for staff to pursue focused innovation or improvement (See also Operational Excellence Strategy #4)
2. Coordinate grant-writing support and proposal process
3. Debrief after projects or innovations have ended and publish lessons learned, including successes and failures (See also Operational Excellence Strategies #3, 5; Leadership #2; Transparency #3)
4. Establish a framework and process to bolster innovative ideas, obtain project approval and support, and identify when and how to move successful innovations into production deployments with ongoing support (See also Leadership Strategy #1)
5. Develop an emerging technology campus group, which includes faculty and students (See also Organizational Excellence Strategy #5)

6. Develop a blog or other communication mechanism for ITS employees and campus IT staff to learn and collaborate  
(See also Organizational Excellence Strategy #5; Leadership #6; Customer Focus #2, 5; Transparency #3)
7. Develop an award program for successful feats of campus IT innovation, awarded post-innovation  
(See also Organizational Excellence Strategy #5)
8. Create a program to sponsor lectures and events about innovative topics  
(See also Organizational Excellence Strategy #5; Leadership #7; Dependency – Transparency #4)

# Leadership

Provide a vision for positive change and share and exemplify best practices

## OBJECTIVES

### Process objective:

- Measure perception of technical leadership on the 2008 ITS Annual Campus Survey and increase the positive response by 5% in the 2009 ITS campus survey [GOAL = 80% favorable technical leadership rating]
- Develop a plan by May 2008 for measuring ITS leadership, trust and awareness of processes/ decision-making with ITS staff and the campus community
- By June 2008, develop and communicate a methodology for measuring project alignment to organizational goals
- By August 2008, develop a framework for consistently identifying, communicating, and promoting best practices and assessing their adoption
- Measure and increase by 10% per year the number of staff members presenting at national conferences (Currently aware of 7 in FY 06-07)

### Outcome objectives:

- Increase total number of ITS employees answering agree/strongly agree to “ITS leadership provides a clear vision of the direction in which we are going” on ITS Annual Staff Survey by 50% each FY (Currently 30%)

## CRITICAL SUCCESS FACTORS

- Identification, documentation, and communication of best practices for the services we offer in our environment
- Communication of vision and best practices to ITS staff and campus
- Effective leaders, including executive leadership, CIO, and directors

## BARRIERS

- Federated environment with unit goals that over-ride campus goals
- Limited staff and time to devote to documentation of best practices
- Lack of trust from campus and within organization
- Lack of agreement on best practices
- Lack of support and buy-in from campus leadership

## STRATEGIES

1. Establish communications channels to the CIO for campus distributed IT staff  
(See also Customer Focus Strategies #1, 2, 5, 6; Innovation #4; Transparency #1, 3)
2. Develop best practices and involve external stakeholders  
(See also Innovation Strategy #3; Operational Excellence #3; Dependency – Operational Excellence #2)
3. Revise the ITS Annual Campus Survey to measure objectives  
(See also Operational Excellence Strategies #1, 3; Organizational Excellence #4)

4. Evaluate execution of strategic plan and publish progress and results  
(See all Strategies and Objectives)
5. Define and share our architectural principles and provide a two-year roadmap for critical services  
(See also Operational Excellence Strategy #2; Organizational Excellence #1; Customer Focus #4)
6. Produce annual IT forecast  
(See also Innovation Strategy #6; Transparency #5)
7. Partner with peers at other schools and provide regular updates  
(See also Innovation Strategy #8)
8. Create training and mentoring program to prepare and groom next generation of IT leaders  
(See also Organizational Excellence Strategies #2, 3, 6)

# Operational Excellence

Provide superior, reliable and secure IT services at the best value

## OBJECTIVES

Process objective:

- Create and begin implementing a plan for publishing SLAs for at least 25% of critical services by the end of FY 07-08 (Current Level: 10%)

Outcome objectives:

- Increase relative risk score from the annual campus-wide risk assessment for ITS managed services by 5% per FY [GOAL = 95%]
- Ensure number of ITS security events compared to other Colleges, Schools or Units, not including incidents involving personally-owned systems, remains lower than the proportion of systems ITS represents on the campus network (~9%) each FY. [GOAL: =<4%]
- In FY 07-08, reach and maintain SLA goals for 100% of critical services where an SLA currently exists
- Provide services at a cost below comparable environments

## CRITICAL SUCCESS FACTORS

- Staff expertise
- Adequate staffing
- Appropriate facilities
- Adequate funding
- Culture with a commitment to reliability
- Clear SLA standards
- Clear definition of critical services

## BARRIERS

- Decentralized IT
- Lack of ability to measure value of services
- Distributed responsibility (for end-to-end services)
- Competition from the job market
- Lack of focus in ITS role(s) and responsibilities and trying to do more than resources can handle
- Diversion of budget and time due to the tyranny of the 9s (99.999%)
- Lack of SLAs for all services

## STRATEGIES

1. Regularly evaluate services in light of university goals and customer needs  
(See also Organizational Excellence Strategy #4; Leadership #3; Customer Focus #1, 2, 5)
2. Establish a framework for documenting and implementing effective practices and guiding principles  
(See also Leadership Strategy #5; Dependency – Leadership #2)

3. Define, track, and regularly report meaningful service and customer metrics and use those metrics to support continual improvement  
(See also Organizational Excellence Strategy #4; Leadership #2, 3; Innovation #3; Transparency #3)
4. Develop infrastructure to support the housing of development, testing, and production systems  
(See also Innovation Strategy #1)
5. Define roles and responsibilities of the various units within ITS in order to eliminate confusion to customers and peers and to provide consistent, complete responses and services from ITS  
(See also Customer Focus Strategies # 4, 5; Innovation #3; Transparency #2)
6. Review and publish the cost of service methodology to help determine costs for services where we're not currently capturing those costs  
(See also Transparency Strategies #3, 5)

# Organizational Excellence

Cultivate an environment that values professional growth and career satisfaction

## OBJECTIVES

Process objective:

- Train back-ups for 100% of critical services by August 31, 2009

Outcome objectives:

- Increase total number of ITS employees attending professional development courses with a goal of 85% (Currently 81%)
- Attain or maintain ITS average salaries to at least 86-90% of market average (Expect to have data in the Spring of 2008)
- Increase total number of ITS employees answering Agree or Strongly Agree (A/SA) to “I feel empowered” on the ITS Annual Staff Survey by 5% each FY (Currently 63%)
- Achieve <5% attrition rate for superior or very good performers (Currently 7.4%)
- Maintain 0% recurrence of less than satisfactory for lower performers over the course of a year (Currently 0%)
- Increase total number of ITS employees answering A/SA to “I am satisfied with my job” on the ITS Annual Staff Survey by 5% each FY [ GOAL=75% ] (Currently 61%)
- Maintain 86-90% of staffing rates within each AVP portfolio

## CRITICAL SUCCESS FACTORS

- Relevant market information to allow comparisons with ITS
- Good measure of employee satisfaction
- Consistent and effective management and leadership practices
- Commitment to professional development, growth, and training
- Consistent employee evaluation standards and clearly defined practices across ITS

## BARRIERS

- Current low morale among the staff
- Unreasonably high staff workload
- Decentralized physical environment
- Negative perceptions of ITS within the department and across campus

## STRATEGIES

1. Identify critical and strategic services and complete inventory of services-to-people (See also Leadership Strategy #5; Customer Focus #4, 5)
2. Create a staffing plan that ensures services and projects are appropriately covered (See also Leadership Strategy #8)
3. Enhance and develop programs to invest in career development for both staff and management (See also Leadership Strategy #8; Transparency #5)

4. Develop an overall feedback strategy for gathering staff survey data, supervisor survey data and market salary survey data.

(See also Operational Excellence Strategies #1, 3; Leadership #3)

5. Build and foster a greater sense of IT community within the department and across campus (internal & external to ITS)

(See also Customer Focus Strategies #2, 5, 6; Innovation #5, 6, 7, 8)

6. Create and grow a work culture that encourages overall job satisfaction and a higher level of quality of professional life

(See also Leadership Strategy #8)

# Transparency

Inspire trust and accountability through honest dialogue and clear decision-making

## OBJECTIVES

Process objective:

- Measure trust on the 2008 ITS staff survey and increase positive response by 5% in the 2009 ITS staff survey [GOAL  $\geq$ 75% favorable trust rating]
- Measure trust on the 2008 ITS Annual Campus Survey and increase positive response by 5% in the 2009 ITS campus survey [GOAL =85% favorable trust rating]
- Create a decision-making and decision-publishing process and communicate the process across the ITS organization and to customers by March 2008

Outcome objectives:

- Reduce the number of staff that say on the ITS Annual Staff Survey that communication or decision-making are the most important issues to address by 50% each FY (Current number is 44%)

## CRITICAL SUCCESS FACTORS

- Timely decisions and clear and timely communication about how and why decisions were made
- Clearly defined roles and responsibilities throughout the organization
- Accurate, timely, consistent, and appropriate communication
- Commitment and follow-through on decisions in order to build a solid track record
- Clear problem statements in order to know what we want to solve and how we want to solve it
- Consistent regular feedback mechanisms to make sure communication is going both ways

## BARRIERS

- Large, varied, and distributed audience
- Lack of ITS consensus
- Pursuit of the perfect instead of the appropriate, which undermines ability to arrive at decisions
- Lack of agreement of scope on projects
- Lack of time and resources for quality communication
- Lack of engagement in the communication process

## STRATEGIES

1. Create method for clear and appropriate communication about ITS leadership changes  
(See also Leadership Strategy #1)
2. Define a clear decision making process, roles, and responsibilities, and communicate decisions  
(See also Operational Excellence Strategy #5; Customer Focus #3)
3. Communicate what we are doing and why we are doing it, including but not limited to metrics, meeting minutes, and budget  
(See also Operational Excellence Strategies #3, 6; Leadership #1; Customer Focus #3, 4, 5; Innovation #3, 6)

4. Develop Public Relations and Outreach plan

(See also Customer Focus Strategy #4, 5; Dependency – Innovation #8)

5. Develop a process to encourage a fuller understanding of organizational process and finances

(See also Operational Excellence Strategy #6; Organizational Excellence #3; Leadership Strategy #6; Customer Focus #3)