

3 Year Strategic Plan  
For the Office of Information Technology (OIT)

University of Colorado Boulder

*Strategic Intent 1 : Significantly Increase the Response and Empowerment Rate of OIT Employees based on the Periodic Employee Empowerment Inventory*

Strategic Objective 1.1 – Significantly Improve the Overall Response Rate of Continuing<sup>1</sup> and Non-Continuing OIT Personnel from 73.73% to 95% (min) by EAY 2014-2015

Focal Point 1.1.1 – Significantly Improve the Overall Response Rate of Continuing OIT Personnel from 88.3% to 95% (min) by EAY 2013-2014

Focal Point 1.1.2 – Significantly Improve the Overall Response Rate of Non-Continuing OIT Personnel from 68.4% to 95% (min) by EAY 2014-2015

Strategic Objective 1.2 – Significantly Improve the Overall Empowerment Rate for All Continuing and non-Continuing OIT Personnel from 62.5% to 90% (min) by EAY 2014-2015

Focal Point 1.2.1 – Significantly Improve the Overall Empowerment Rate for All Continuing OIT Personnel from 57.1% to 90% (min) By EAY 2013-2014

Focal Point 1.2.2 – Significantly Improve the Overall Empowerment Rate of All Non-continuing OIT Personnel from 76.5% to 90% (min) by EAY 2014-2015

Tactical Objective 1.1 – Maintain or incrementally improve the response rate of non-continuing employees working in the OIT.

Check Point 1.1.1 – Maintain or increase the OIT non-continuing Response Rate at or above 50.9% through EAY 2014-2015

Tactical Objective 1.2 – Maintain or incrementally improve the empowerment rate for non-continuing employees working in the OIT.

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<sup>1</sup> “Continuing employees” are full and part-time employees and OEP short-term, excluding students and classified temp aides

Check Point 1.2.1 – Maintain or increase the OIT student Empowerment Rate at or above 74.50% through EAY 2014-2015

Tactical Objective 1.3 – Incrementally reduce the percentage of time spent on crises and/or unplanned activities by continuing and non-continuing OIT employees (excluding students).

Check Point 1.3.1 – Reduce the percentage of time spent on crises and/or unplanned activities by continuing employees through EAY 2014-2015 by 50% per year (average of 13.08% max by EAY 2012-2013; average of 6.54% max by EAY 2013-2014; average of 3.27% max by EAY 2014-2015)

Check Point 1.3.2 – Reduce the percentage of time spent on crises and/or unplanned activities by non-continuing employees through EAY 2014-2015 by 50% per year (average of 10.58% max by EAY 2012-2013; average of 5.29% max by EAY 2013-2014; average of 2.64% max by EAY 2014-2015)

Tactical Objective 1.4 – Incrementally reduce the percentage of time spent in meetings that are considered by the employee to be a waste of their time, by continuing and non-continuing OIT employees.

Check Point 1.4.1 – Reduce the percentage of time spent in meetings that are considered by the employee to be a waste of their time, by continuing employees through EAY 2014-2015 by 50% per year (average of 5.49% max by EAY 2012-2013; average of 2.74% max by EAY 2013-2014; average of 1.37% max by EAY 2014-2015)

Check Point 1.4.2 – Reduce the percentage of time spent in meetings that are considered by the employee to be a waste of their time, by non-continuing employees through EAY 2014-2015 by 50% per year (average of 2.75% max by EAY 2012-2013; average of 1.38% max by EAY 2013-2014; average of 0.69% max by EAY 2014-2015)

Enabler 1.1 – Design and Implement an Employee Focused Input System by  
1/1/14

*Strategic Intent 2: Significantly Improve Client Satisfaction With OIT Services Among Critical and Significant Clients*

Strategic Objective 2.1 – Significantly Improve Critical Client Satisfaction With OIT Services from 82% to a Minimum of 90% By Reducing Sources of Dissatisfaction

Focal Point 2.1.1 – Achieve a 50% Improvement in Critical Clients’ Assessment of ‘Ease of Use’ with D2L From 45.6% to 22.8% (Minimum) by End of Academic Year 2014 – 2015

Focal Point 2.1.2 – Achieve a 50% Improvement in Critical Clients’ Assessment of ‘Reliability’ of D2L From 79% Neutral or Dissatisfied or Very Dissatisfied or Extremely Dissatisfied to a Maximum of 39.6% by End of Academic Year 2014 – 2015

Strategic Objective 2.2 – Significantly Improve Critical Client Satisfaction With OIT Services from 82% to a Minimum of 90% by End of Academic Year 2014 – 2015 By Strengthening Existing Sources of Satisfaction

Focal Point 2.2.1 – Achieve a 50% Reduction in Critical Clients’ Assessment of ‘Reliability’ of VPN From 50% Neutral or Dissatisfied or Very Dissatisfied or Extremely Dissatisfied to 25% (Maximum) by End of Academic Year 2014 – 2015

Focal Point 2.2.2 – Achieve a 50% Reduction in Critical Clients’ Assessment of ‘Availability’ of Wi-Fi Availability From 5.3% Neutral to 2.6% Neutral (Maximum) by End of Academic Year 2014 – 2015

Focal Point 2.2.3 – Achieve a 50% Reduction in Critical Clients’ Assessment of ‘Availability’ of Exchange From 22.2% Neutral or Dissatisfied to 11.1% Neutral or Dissatisfied (Maximum) by End of Academic Year 2014 – 2015

Tactical Objective 2.1 – Support the Improvement of Critical Client Satisfaction With OIT Services from 82% to a Minimum of 90% By Reducing Sources of Dissatisfaction



Check Point 2.1.1 – Improve Critical Clients Satisfaction by Achieving a 5-10% Reduction in Dissatisfaction with Login - SSO by End of Academic Year 2014 – 2015

Check Point 2.1.2 – Improve Critical Clients Satisfaction by Achieving a 5-10% Reduction in Dissatisfaction with Login - Password by End of Academic Year 2014 – 2015

Check Point 2.1.3 – Improve Critical Clients Satisfaction by Achieving a 5-10% Reduction in Dissatisfaction with Login - Support by End of Academic Year 2014 – 2015

Tactical Objective 2.2 – Support the Improvement of Critical Client Satisfaction With OIT Services from 82% to a Minimum of 90% By Strengthening Existing Sources of Satisfaction

Check Point 2.2.1 – Improve Critical Clients Satisfaction by Achieving a 5-10% Reduction Dissatisfaction with Exchange Performance by End of Academic Year 2014 – 2015

Check Point 2.2.2 – Improve Critical Clients Satisfaction by Achieving a 5-10% Reduction in Dissatisfaction with Login - Password by End of Academic Year 2014 – 2015

Tactical Objective 2.3 – Support the Improvement of Critical Client Satisfaction With OIT Services from 82% to a Minimum of 90% By Preventing the Degradation of Non-Critical Services

Check Point 2.3.1 – Maintain or Improve the Current Quality of Services Offered in Software and Hardware Support and Licensing Through the End of Academic Year 2014 – 2015

Check Point 2.3.2 – Maintain or Improve the Current Quality of Services Offered in Security Services Through the End of Academic Year 2014 – 2015

Check Point 2.3.3 – Maintain or Improve the Current Quality of Services Offered in Technology Enhanced Classrooms, Computing Labs, and Student Printing Through the End of Academic Year 2014 – 2015

Check Point 2.3.4 – Maintain or Improve the Current Quality of Services Offered in Teaching and Learning Media and Content Repositories Through the End of Academic Year 2014 – 2015

Check Point 2.3.5 – Maintain or Improve the Current Quality of Services Offered in Teaching and Learning Consulting Through the End of Academic Year 2014 – 2015

Tactical Objective 2.4 – Maintain or Improve Significant Client Satisfaction With OIT Services at or Above 83.3% Through the End of Academic Year 2014 – 2015

**Check Points: No additional Check Points Are Required, in that:**

- 1) the Overall Service Categories and their associated aspects that are critical to Key Clients are consistent with those critical to Select Clients;
- 2) if all of the previously-identified Focal and Check Points identified are successfully executed, the current level of Satisfaction among Select Clients will at the very least remain above the Targeted value through EOAY 2015; and will almost certainly increase above the current level of 83.3%.

*Strategic Intent 3: Significantly Improve Client Satisfaction With OIT Transaction (Reactive) Services Among All Clients*

Strategic Objective 3.1 – Significantly Improve Client Satisfaction With OIT Transaction Services from XX% to a Minimum of 90% By Reducing Sources of Dissatisfaction

Focal Point 3.1.1 – Achieve a 50% Improvement in Clients’ Satisfaction With Transaction Services From XX% to XX% (Minimum) in {Administrative Unit} by End of Academic Year 2014 – 2015

Focal Point 3.1.2 – Achieve a 50% Improvement in Clients’ Satisfaction With Transaction Services From XX% to XX% (Minimum) in {Administrative Unit} by End of Academic Year 2014 – 2015

Focal Point 3.1.3 – Achieve a 50% Improvement in Clients’ Satisfaction With Transaction Services From XX% to XX% (Minimum) in {Administrative Unit} by End of Academic Year 2014 – 2015

Tactical Objective 3.1 – Maintain or Incrementally Improve Client Satisfaction With OIT Transaction Services At or Above Current Levels in Those Administrative Units Currently At or Above 90% Satisfaction, On the Average, Through Time.

Check Point 3.1.1 – Maintain or Incrementally Improve Client Satisfaction With OIT Transaction Services At or Above An Average of XX% in Support Services (e.g.) Through the End of Academic Year 2014 – 2015

Check Point 3.1.2 – Maintain or Incrementally Improve Client Satisfaction With OIT Transaction Services At or Above An Average of XX% in {Administrative Unit} Through the End of Academic Year 2014 – 2015

**(Awaiting Service now deployed to all client-facing administrative units)**



*Strategic Intent 4: Achieve a Weighted Average Cost per Unit of Delivered Service in the Lowest Quartile (Q1) Among Benchmarked Peer Institutions*

Strategic Objective 4.1 – Create a Comprehensive Cost Analysis Model Capable of Assigning Total Costs Associated with All Delivered Services Offered by the OIT.

Focal Point 4.1.1 – Develop and Implement a Comprehensive Time Management Process / System Within All Administrative Units in the OIT.

Focal Point 4.1.2 – Develop and Implement an Allocated Cost Accounting System (Level III Minimum) in the OIT

Focal Point 4.1.3 – Integrate the Products of F.P.s 4.1.1 and 4.1.2 into A Comprehensive Portfolio Analysis for All Delivered Services

Enabler 4.1 – Conduct a Benchmarked Analysis of Service Costs for Peer Institutions

Enabler 4.2 – Develop a Matrix Integrating the Product of F.P. 4.1.3 with the Results of the Proactive Survey and Reactive (Transaction) Data Where Applicable to Generate a Go Forward Plan for ‘Make-or-Buy’ Analyses

Strategic Objective 4.2 – Achieve breakthrough cost reductions in targeted services while maintaining or increasing current client satisfaction rates in those services

Strategic Objective 4.3 – Achieve breakthrough improvements in sustainability and supportability of targeted services while not significantly increasing costs and maintaining or increasing current client satisfaction rates for those services.