Handouts: Strategy Into Action Pilot Workshop

September 14, 2016

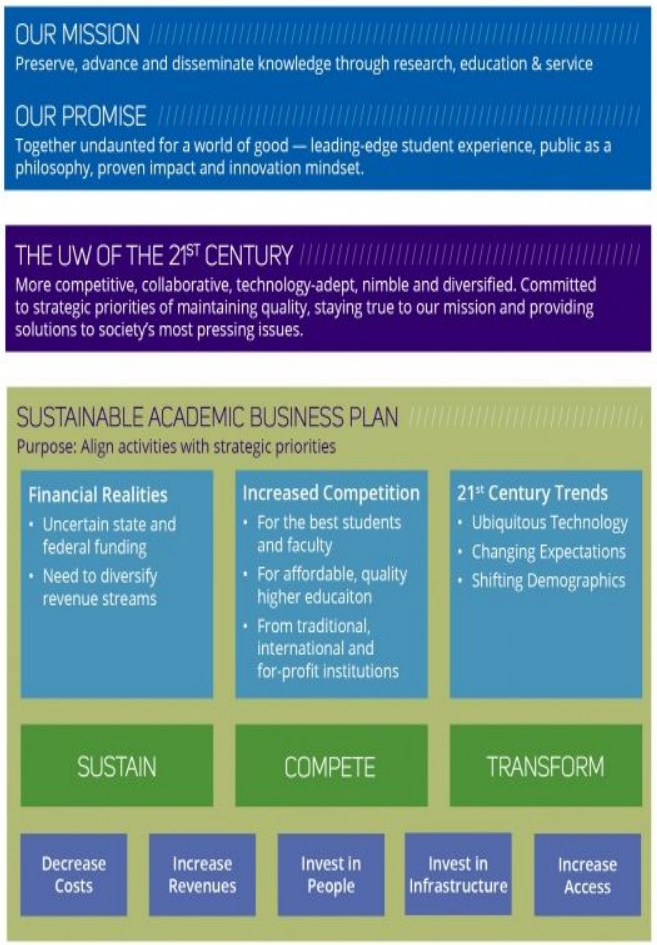
Contents

Agenda

Time	Topic	Overview
9:00 - 9:30	**Why a Strategy Management Practice?**	• Activity: Table Talk
9:30 - 10:00	**What is the New Practice? How do you apply it?**	• Activity: Draft a UW Strategy on a Page • Artifact: A Strategy on a Page
	Break	
10:30 to Noon	**Applying the Practice (Doing)**	• Activities: Draft drivers; Draft outcomes; Draft initiatives • Artifact: A Strategy on a Page
Noon to 1PM	**Lunch**	
1:00 - 2:00	**Compelling Stories**	• Activity: Draft a Compelling Story • Artifact: A Story
	Break	
2:15 - 2:45	**Show and Tell**	• Activity: Share compelling stories
2:45 - 3:15	**Feedback on the Practice**	• Activity: + - ? !
3:15-4:00	**Sustaining the Practice -- Next Steps**	• Activity: Storyboard Using Your Strategy

How UW-IT Strategic Goals Support the UW

UW Strategic Framework



Source: Sustainable Academic Business Plan

UW-IT Strategic Goals

Directly support the core mission

Enable Innovative Teaching & Learning

Provide technology to support and improve the teaching and learning experience.

Support World-Class Research

Support UW research with up-to-date tools and resources.

Enable the UW of the 21st century

Modernize Information & Business Systems

Provide modern, flexible and integrated business information systems to support a complex, global research institution and access to better information for planning and analysis.

Provide Access to Excellent Infrastructure

Make sure UW has highly functional, reliable and invisible IT infrastructure that just works—and doesn't get in the way.

Invest in people & reduce risk

Enhance Collaboration

Provide excellent productivity tools, and enable easy, secure collaboration with partners at the UW and beyond.

Reduce Enterprise Risk

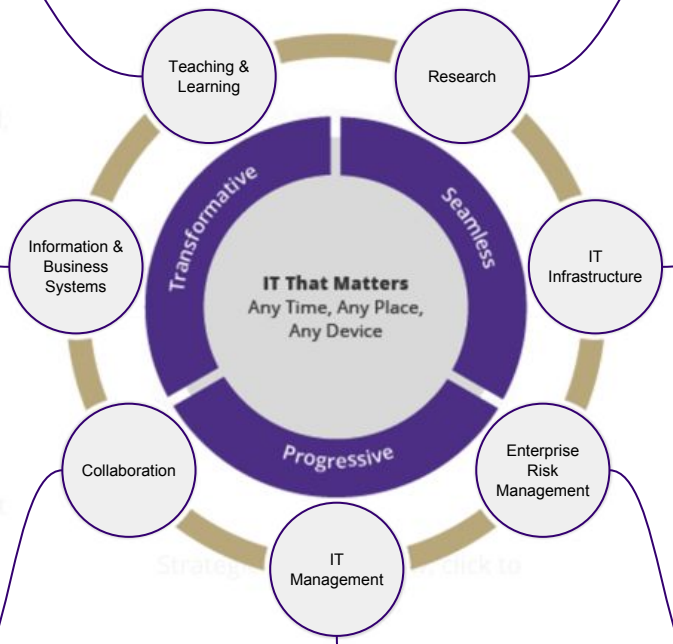
Support UW's risk management objectives by promoting privacy, security, business continuity and compliance.

Increase IT effectiveness

Better IT Management

Improve the operational efficiency and transparency of UW-IT, and potentially other IT organizations at the UW.

UW-IT Strategic Goals and Business Services



Enable Innovative Teaching and Learning

*Enable **students & teaching faculty** to excel*

Teaching & Learning Tools
Classroom Technologies
Computer Labs

Support World-Class Research

*Enable **research faculty & students** to innovate*

High Performance Computing
Cloud & Data Solutions
Research Cyberinfrastructure
(**Research Computing**)

Modernize Information & Business Systems

*Enable **administrators** to better serve students, faculty, staff, & others*

Enterprise Data & Analytics
Enterprise Information Systems
Financial Administrative Systems
HR/Payroll Administrative Systems
Student Administrative Systems
University Support Systems

Provide Access to Excellent Infrastructure

*Enable **IT staff** throughout the UW to create solutions*

Application Development Platform
Computing & Storage
Identity & Access Management
UW Windows Infrastructure
Data Centers
Data Networks
Telecommunications
Regional Networks

Enhance Collaboration

*Enable **everyone** at the UW to work together*

Email, Calendaring & Collaboration
Software Licenses

Better IT Management

*Enable **IT staff** throughout the UW to be more effective*

Customer Experience
Consulting
Communications
Enterprise Architecture
Strategic Sourcing
Service Management
IT Administration

Reduce Enterprise Risk

*Enable **leaders** throughout the UW to manage risk*

Accessible Technologies
Business Continuity
Information Security & Privacy

Business Services in Today's Pilot Workshop

Level 1 Strategic Goals / Service Categories	**Level 2** Business Services (Business Service Owner)	**Level 3** Service Offerings
Teaching & Learning	**Classroom Technologies** (Phil)	Audiovisual Systems Integration; Event Services; STF Technology Loan Program; Classroom Facilities Services
Research	**Research Computing** (Erik)	High Performance Computing, Cloud and Data Solutions, Research Cyberinfrastructure
Information & Business Systems	**Enterprise Data & Analytics** (Aaron)	Enterprise Data Warehouse; Enterprise Integration Platform; Data Definitions and Metadata; Reports, Cubes, and Visualizations
	Student Administrative Systems (Phil)	Advising; Curriculum Management; Enrollment and Registration; Financial Aid Management; Professional and Continuing Education Management; Recruiting and Admissions; Student Financial Account Management; Student Self-Service
Infrastructure	**Computing and Storage** (Brad)	Standard Managed Servers; UW Central File Storage Service for Users - The U-Drive; Managed Workstation; Data Backups and Archives; Campus KeyServer (K2); Computer Vet; Storage Area Network (SAN) Data Storage
Collaboration	**Email, Calendaring, & Collaboration** (Erik)	UW Office Directory; Software Licensing; Bulk Email; Google Collaborative Applications; Mobile UW; UW Deskmail; Notify.UW; Catalyst Web Tools; Enterprise Portal; Campus Event Calendars; Email Lists (Mailman); SpaceScout; Wiki; MSCA (Microsoft Collaborative Applications)
IT Management	**Service Management** (Brad)	Service Management, CSS Decommissioning Service, UW Connect Metrics Reports
	Customer Experience (Karalee)	TBD (proposed)

Example Change Drivers

1. **BYOE / Mobile** - students and staff want to use their devices and favorite collaboration and communication tools. They live in a rich personal technical environment that is often richer and more cohesive than the ones we provide.
2. **Customer Service Experience** - our customers expect an outstanding customer experience with their technology. Any lapse in experience, they will change solutions.
3. **Cloud provided platforms, infrastructure and services** - many solutions can now be configured in cloud offerings rather than built and deployed as on-premise solutions.
4. **Vendor Solutions over Build-Your-Own** - the University is shifting to cloud provided and vendor provided solutions away from build-your-own solutions.
5. **Enterprise Class Service expectations** - our customers experience very responsive services with very high up times (Google, Netflix, Twitter, Facebook, etc.) and they have come to expect similar excellent service from our solutions
6. **Business Value / Business Outcome focused solutions** - tight budgets are focusing investments into those things that show a direct link to business outcomes and delivered business value. Great technology for great technology's sake is no longer enough.
7. **Big Data** - research and customer data sets are growing in size and complexity. New analysis blends structured (well defined) data with unstructured data.
8. **Internet of Things** - many more devices presenting data in a variety of timeframes, formats and quality are being used to manage the world around us.
9. **Changing Face of the Academic Experience** - students expect to have multi-media experiences, multi-space engagements (home, school, online, labs, etc.). They will consume education from a variety sources (class, YouTube, Wiki, etc.). They expect different learning outcomes (collaboration, badges, competency-based credentials). The demographics are shifting to learners of all ages and all nationalities.
10. **Changing Face of the Research Experience** - research is becoming more-and-more digital and collaborative. Many of the single-lab problems have been solved. The major grants and research areas are focused on large scale collaborations across disciplines and institutions.

UW Objectives & Strategies (page 1 of 2)

Source: UW Sustainable Academic Business Plan

DECREASE COSTS: Use resources efficiently and strategically

1. Optimize curricular management
2. Redouble efforts to achieve operational & organizational efficiencies

INCREASE REVENUE: Balance revenue streams, tackle big research, and disseminate discoveries

1. Increase revenue for student programs
2. Increase philanthropy
3. Increase assets & services
4. Increase grant revenues
5. Encourage public reinvestment in students and core higher education

INVEST IN PEOPLE: Attract and support the best students, faculty and staff; improve the learning experience; tackle big research; and strengthen diversity

1. Enhance the student learning experience
2. Support effective instructors (teaching & learning, faculty & students)
3. Support effective scholars (faculty & students)
4. Increasing STEM and other high-demand majors fields
5. Recruit, retain, compensate, and support faculty, students, & staff
6. Develop faculty, student, staff leaders
7. Support the goals of the Diversity Blueprint
8. Invest in and reward collaborations
9. Increase global learning and scholarship

UW Objectives & Strategies (page 2 of 2)

Source: UW Sustainable Academic Business Plan

INVEST IN INFRASTRUCTURE: Provide academic and administrative tools to support students, faculty and staff

1. Invest in better IT for increased efficiencies
2. Invest in better tools for teaching, learning, research, and data management and analysis
3. Optimize finance & facilities
4. Coordinate assessment processes (accreditation, PEI, 10 year reviews)
5. Promote partnerships & collaborations
6. Improve UW environmental sustainability
7. Improve UW communication and marketing infrastructure
8. Manage enterprise risk

INCREASE ACCESS: Keep tuition affordable and UW degrees accessible.

1. Enroll more undergraduates, both residents and non-residents
2. Explore cost-effective options for delivering quality teaching to more students.
3. Keep tuition affordable
4. Support access through financial aid
5. Support access through strategic enrollment management
6. Support access to transformative curricular and co-curricular learning experiences at the UW

Strategic Goal: Enable Innovative Teaching & Learning

v.1.0 updated 8/30/16 - First published version

Strategy Statement: To enable students and instructors to excel, UW-IT provides technology to support and improve the teaching and learning experience.

Current Portfolio:

UW-IT provides the UW's primary online learning management system, collaboration tools, classroom technology and equipment, lecture capture, and digital media services, supported with training and workshops.

UW-IT collaborates with teaching and learning centers on all three campuses to reach faculty and understand changing needs.

Recently developed online tools for student academic planning are experiencing rapid adoption.

Change Drivers:

Rapidly changing teaching practices and new styles of academic programs are driving new or expanded technology services.

Initiatives:

Develop "templates" and other instructional design tools for Canvas to reduce barriers to adoption.

Continue to improve the Canvas Gradebook for use with decimal grading.

Develop a closed-captioning service available for instructors.

NSF-sponsored inclusion initiatives in STEM fields, K-12: AccessERC, AccessComputing4, AccessEngineering, AccessCyberlearning, AccessCS10K, AccessIndustry.

Explore effective ways to promote video captioning at the UW (Innotas).

Complete implementation of Academic Explorer (Innotas).

Civitas - Discovery and Implementation (Innotas).

Provide data on course demand from long-term academic plans in MyPlan.

Complete analysis for improving students' ability to find co-curricular learning and career opportunities (Innotas).

Outcomes:

More widespread use of Canvas due to reduced barriers to adoption.

Online learning opportunities are of the highest quality, and welcoming to, accessible to, and usable by the broadest audience, including students and instructors with disabilities (Innotas).

Students can explore degree programs and find the academic opportunities for them, improving student success.

Strategic Goal: Support World-Class Research

v.1.0 updated 8/30/16 - First published version

Strategy Statement: To enable UW research faculty and students to innovate and compete for research funding, UW-IT provides up-to-date tools and resources.

Vision: Research at the UW is enabled by a complete "pipeline" for turning data into information, discoveries, and knowledge. Researchers can collaborate freely and access resources globally. Excellent IT services accelerate the rate of discovery and continue to attract research funding and researchers to the UW.

Current Portfolio:

High Performance Computing

Cloud and Data Solutions

Research Cyberinfrastructure

Change Drivers:

A constantly increasing need for higher-performance and larger-scale research computing and data drives ongoing efforts to improve and expand services to researchers.

The increased availability of cloud computing and storage infrastructure drives efforts to integrate cloud resources seamlessly into hybrid solutions for researchers.

Initiatives:

Deliver initial deployment of Next Generation Hyak high-performance computing platform (Innotas).

Continue to build-out the Cloud and Data Solutions Program.

Expand and enhance the SQLShare prototype to provide "database as a service".

Update Catalyst WebQ, an online survey tool for research and teaching.

Continue to work with regional partners to align technology use and solutions across the region.

Continue to expand technical support to researchers to increase adoption of services.

Complete refactoring of the tape storage system for petabyte-scale archive and backup.

Complete the 40 GB backbone for high speed research networking.

Complete the Science DMZ.

Outcomes:

Research computing services are kept relevant to researcher needs, based on better information.

Researchers discover new possibilities for using cloud infrastructure as a result of being supported in their adoption of cloud options.

Awareness of cloud infrastructure for research is raised, barriers to entry are lowered, and adoption is increased.

The user experience and functionality for online information-gathering for research and teaching are improved.

Researchers can interact with their data more easily without providing their own specialized database administrators.

Researchers can more quickly deploy "big data" projects with access to petabyte-scale archive and backup.

Researchers can easily obtain and use large data sets from around the world to join with other data.

Research computing and storage are more scalable and cost-effective due to increased use of cloud infrastructure and increased utilization of on-premise infrastructure.

Strategic Goal: Modernize Information & Business Systems

v.1.0 updated 8/30/16 - First published version

Strategy Statement: To enable UW administrators to better serve students, faculty, staff, and alumni, UW-IT provides modern, flexible and integrated business information systems for operations, planning, and analysis.

Vision: Enterprise systems seamlessly support effective business processes, and data and analytics fully enable operations, decision-making, and compliance.

Current Portfolio:

UW-IT partners with UW units to provide administrative systems for HR/Payroll, Finance, Advancement, Facilities and Student.

Change Drivers:

Administration across the UW is under increased pressure to modernize processes and information to meet changing UW needs and work more cost-effectively.

Increased needs for data-driven strategic decision-making are a driver for expanding data analytics and reporting.

Continually changing and increasing regulatory requirements are a driver for compliance work on applications as well as improved compliance reporting.

Increased student enrollment and a high rate of regulatory changes are a challenge for student systems and the units that rely on them.

Projected 10% growth in Educational Outreach online program enrollments and corresponding increased demand on infrastructure and supporting information systems.

Student systems and new online capabilities are increasingly mission-critical and experience high demand at peak times.

Initiatives:

Complete data integrations between the new Workday HR/Payroll solution and existing systems.

Complete new data to support key enterprise metrics.

Continue rollout of Tableau and produce more institutional dashboards, reports, and cubes (UW Profiles expansion).

Expand the Enterprise Data Warehouse to support retirement of the Planning and Budgeting database (PNBDB) (Innotas).

Expand the use of data analytics and reporting for data-driven strategic decision-making.

Launch the new Integrated Service Center to improve HR/Payroll support for employees and units.

Continue rebuild of MyUW to incorporate personalization of information.

Adopt DevOps practices to better manage mission-critical applications for high demand.

Standardize enterprise document management and workflow offerings.

Complete implementation of an enterprise e-signature service using DocuSign (Innotas).

Student Program

Lead modernization projects across Enrollment Services (such as Undergraduate Admissions and Financial Aid modernization).

Implement the Coalition Application (Innotas).

Improve selection and tracking of Husky Promise students (Innotas).

Develop online curriculum review and approval.

Outcomes:

The new HR/Payroll system is fully integrated with related UW systems.

Better cross-domain analysis of business operations based on new data.

More insights into business processes result from new, more intuitive data visualization capabilities.

Planning and budgeting information is more widely available for reporting and analysis.

Decision-makers have better access to data analytics improve the quality of strategic business decisions.

UW business processes are more effective and better managed due to online document management, eSignature, and workflow.

Student recruitment is more competitive and strategic due to improved business processes, such as through earlier admissions, simpler multi-institution application processes, and improved management of scholarships.

Husky Promise funding is consistent for all eligible students.

Curriculum management is improved using better data on long-term course demand and online processes for curriculum changes.

Mission-critical student online capabilities are more available at peak times.

HR/Payroll Modernization Program

In parallel with the above initiatives, two major programs are under way to transform business systems, information, and business processes in HR/Payroll and Finance.

Finance Transformation Program

Strategic Goal: Provide Access to Excellent Infrastructure

v.1.0 updated 8/30/16 - First published version

Strategy Statement: To enable the IT services that everyone at the UW relies on, UW-IT provides IT infrastructure that works without getting in the way, is designed to meet constantly increasing needs for coverage, bandwidth, and mobility, and is cost-effective for the UW.

Current Portfolio:

Computing Infrastructure

Systems, software engineering, and operations teams support academic, research, and administrative applications.

Identity & Access Management helps the UW community manage access to online resources.

Enterprise data centers host managed server and storage solutions that are available to distributed IT units.

Communication Infrastructure

Network infrastructure supports UW needs as well as the state K-20 Education Network, PNW Gigapop, Internet2, and others.

Wired and wireless network devices enable access for all UW students, faculty, and staff as well as high-speed research networking.

Change Drivers:

IT infrastructure is increasingly mission-critical for enabling UW operations.

Increased diversity of IT solutions demands better coordination of infrastructure requirements.

Cloud infrastructure offers opportunities in resilience, elasticity, and cost reduction.

Increased reliance on “big data” in both research and administration drives expansion of network and storage infrastructure.

Increased mobility drives expansion of wireless networks and unified communications services.

Initiatives:

Computing Infrastructure

Deploy highly shared and scalable private cloud solutions to replace aging server and storage infrastructure.

Evaluate AWS to host email infrastructure.

Explore multi-factor and federated authentication and scalable privacy solutions.

Deliver new account self-service tools that individuals can use to find, activate, and manage services such as email, storage, blogs, etc.

Improve usability of UW Groups.

Enhance the Student Web API to streamline student registration experience.

Deploy integrated monitoring platform.

Leverage emerging DevOps practices to contribute to reusable infrastructure.

Deliver Enterprise Integration Platform Phase I: HR/Payroll Modernization.

Implement an API management system.

Communication Infrastructure

Complete the current wireless refresh project and continue to update underlying wireless infrastructure.

Extend the UW optical transport network around Lake Washington.

Deliver self-service portal to manage network names and addresses.

Outcomes:

Computing Infrastructure

Increased computing infrastructure density maximizes investment in local data centers and lowers costs.

On-premise platforms and infrastructure increasingly replaced by public cloud offerings to increase resiliency, create elasticity, and reduce cost.

Hybrid cloud infrastructure and platform offerings speed IT solution delivery.

Easy provisioning of identity services provides better support for virtual organizations.

Simplified user account management and strong authentication options increase user convenience and reduce account compromises.

Simplified group management eases collaboration and sharing, improves administration, and supports institutional governance, risk, and compliance needs.

Improved monitoring enables better service management.

Adoption of ITSM processes results in better design and operation of services.

Enterprise integration tools, designed as standard “building blocks”, make it faster and more reliable to integrate and exchange data between systems.

Increased availability of Web APIs for both infrastructure and administrative systems eases integrations and adoption of vendor software.

Communication Infrastructure

Improved wireless infrastructure supports more mobile devices, higher bandwidth demands, and customized wireless services.

Strategic Goal: Enhance Collaboration

v.1.0 updated 8/30/16 - First published version

Strategy Statement: To enable students, faculty, and staff to collaborate easily and securely, UW-IT provides a wide range of productivity tools.

Vision: Seamless and secure collaboration at the UW and with others around the world enables excellent teaching and learning, collaborative research, and more effective administration.

Current Portfolio:

Email, Calendaring and Collaboration

Software Licenses

Change Drivers:

Students, faculty, and staff increasingly bring their own devices as well as applications to the UW, driving an increased number of cloud services used in collaboration.

Constantly evolving vendor offerings drive efforts to make it easier to adopt changes.

Full-featured cloud offerings make it possible to eliminate redundant on-premise collaboration infrastructure and reduce costs.

Constant seismic risk requires geographic redundancy in collaboration solutions to maintain business continuity.

Initiatives:

Provide pre-provisioned Exchange Online mailboxes for all current students, faculty, staff and UW Medicine workforce members (Innotas).

Continue to evaluate more Google Apps applications for adoption.

Evaluate interoperability issues between Office 365 and Google Apps.

Provide HIPAA-compliant Microsoft OneDrive/SharePoint and Lync services for the School of Medicine and UW Medicine.

Continue to restructure web publishing and hosting services to use shared infrastructure and hybrid cloud technology.

Roll out the final phase of the Unified Communications plan to provide new services to desktop phones and workstations, laptops, and mobile devices.

Migrate from SharePoint 2010 to 2013 to improve cross-browser and mobile experience.

Outcomes:

Barriers to collaboration are reduced by keeping up with the latest integrated web-based collaboration tools and by unifying voice, video, and data messaging infrastructure.

Organizational efficiency is increased by enabling people to collaborate anywhere, anytime.

Costs and redundancy are reduced by consolidating platforms and providing central offerings that can take the place of distributed IT services.

Collaboration tools can be used by medical programs and clinical services.

Business continuity risk is reduced by using cloud solutions that are inherently geographically redundant.

New technologies can be more rapidly adopted from vendors because of a shift to cloud-based solutions.

UW community has easy and standard options to manage signatures and approvals online.

Strategic Goal: Reduce Enterprise Risk

v.1.0 updated 8/30/16 - First published version

Strategy Statement: To mitigate the UW's enterprise risks, UW-IT leads privacy and security efforts and the recovery of critical IT systems for business continuity.

Vision: The UW's information security risks are mitigated and the UW is well prepared to manage adverse consequences. IT services are prepared to support the most possible business continuity in the event of a disaster.

Current Portfolio:

Privacy and Security

The Office of the Chief Information Security Officer (CISO) takes a strategic approach to mitigating risks and managing unintended adverse consequences associated with the evolving technology environment and how people use their technology interactively with UW information assets.

Business Continuity

UW-IT operates a geographically redundant data center and infrastructure with the capability to operate business-critical systems remotely.

Efforts are ongoing to set up and maintain business continuity for critical UW business processes.

Change Drivers:

Rapid change in technologies and how people use them, including cloud and mobile trends, drives changes in security strategy.

Constant and increasing security risk requires a wide range of approaches from risk mitigation to effectively managing adverse consequences.

Constant seismic risk requires geographic redundancy in IT systems and UW-wide collaboration on keeping business continuity plans up to date.

Initiatives:

Privacy and Security

Promote adoption of web site privacy statement and terms of use.

Promote use of data security agreement in vendor contracts.

Improve incident detection methods and tools, network visibility, and traffic analysis.

Improve data aggregation on systems, people, and threats and relate this to laws/regulations, requirements, and controls (Innotas).

Implement encrypted Wi-Fi access (Innotas).

Implement confidential data guidance tool (Innotas).

Business Continuity

Complete final phase of the Geographic Redundancy program (Innotas).

Complete technical dependency analysis between critical systems (Innotas).

Continue and complete recovery testing.

Establish the Business Continuity Program.

Operationalize the geographic resiliency of critical business systems, to move from a one-time project to Continual Service Improvement.

Establish the Safety and Staff Preparedness Program.

Outcomes:

Privacy and Security

Trust in UW web-based services is enhanced.

Overall financial risk is reduced through better vendor contracts, awareness, and training.

Compliance with Washington State code is improved.

Incident detection is more proactive based on improved situational awareness and information.

UW stakeholders receive more timely and actionable risk information.

Over-the-air network intrusion incidents are reduced.

Better understanding of acceptable use and storage of confidential data results in reduced risk.

Business Continuity

Critical administrative functions can be resumed after a major disaster, using geographically redundant systems.

Critical administrative systems are more likely to remain partially operational during a localized or regional disaster.

The time to recover from a disaster is reduced based on better understanding of system dependencies.

Confidence in the ability to recover from a disaster is increased.

Continue to maintain recovery capabilities as systems and business processes change, based on improved planning, testing, and staff training.

Strategic Goal: Better IT Management

v.1.0 updated 8/30/16 - First published version

Strategy Statement: To improve the customer experience, UW-IT continues to make IT services more effective and improve operational efficiency and transparency.

Vision: Customers can easily and seamlessly learn about, obtain, and begin using IT services. IT services are well-aligned with UW needs and resources are invested in the right services at the right time. IT investment is transparent, responsive, and informed by broad-based input and governance.

Current Portfolio:

Uniform processes for incident management and request fulfilment are supported by automation (UW Connect) for improved transparency, customer experience, and service delivery.

Existing IT governance framework includes executives and leaders from across the UW in prioritizing UW-IT investments.

Enterprise architecture principles are in place to guide the design of IT solutions, and are promoted through a community of practice and outreach.

Change Drivers:

IT organizations are challenged to deliver more services more effectively from fixed resources, driving improved service alignment, operational efficiency, financial management, and transparency.

The UW's business challenges require increasingly cross-functional, integrated IT solutions that rely on sound design using shared architectural principles and methods.

Initiatives:

Financial Management

Improve the alignment between financial management and service management processes.

Improve peer benchmarking metrics.

Service Management

Enhance governance by the IT Service Management Board by providing more business-oriented information about services.

Establish formal service portfolio management (as a complement to existing project portfolio management).

Better integrate and rationalize project portfolio, service portfolio, and investment management processes.

Improve service management metrics and reporting (Innotas).

Automate ticket routing (Innotas).

Enterprise Architecture

Use capability mapping as a method to better understand and align UW-IT services toward business value.

Develop architecture domain teams to provide more detailed guidance and reference architectures.

Customer Experience

Improve process to track customer experience via surveys, focus groups, and other channels.

Study how customers currently find, enable, and use IT services and make recommendations to improve the "customer journey" (Innotas).

Improve service catalog and customer support tools to be more intuitive, customer-centric, and self-service.

Develop and publish roadmaps to communicate service changes to customers.

Outcomes:

UW-IT services are better aligned with UW needs due to improved service portfolio management, with more informed input from governance groups.

Total cost of UW-IT services is more transparent to the UW due to improved use of financial management tools.

UW-IT is better able to respond to IT Strategy Board recommendations with more available funding.

Improved benchmarking, metrics, and budgeting are made possible by improved use of financial management tools.

Improved benchmarking of current services and better understanding of the impacts of changes (improvements, additions of new services, etc) result in more responsive services.

More efficient ticket routing increases service quality and expands capacity to support new services.

UW-IT services are clearly mapped to business needs and investments can be more easily prioritized based on business drivers, using business capability mapping.

IT solutions across the UW are better aligned with strategic goals and better designed for the long term as a result of more expanded architecture resources.

Customers can see and track the impact of their feedback.

UW-IT services are more easily available to more customers due to better design of the ways people find, enable, and use services.

More intuitive, self-service tools increase service quality and expand capacity to support new services.

Customers can better plan and align their own roadmaps with UW-IT.

Strategy on a Page (SoaP) Template

Strategy Statement: To enable ___, we ___. **Vision:** *What is the future you envision as a result of your strategy?*		
Change Drivers: *What big changes in the environment are driving your strategy -- business, technology, financial, etc.?*	**Initiatives:** *What are you doing in response to your drivers to create different outcomes?* <u>Current</u> ● *Approved active business cases* <u>Planned</u> ● *Approved business cases, not active yet* <u>Future</u> ● *Proposed business cases*	**Outcomes:** *What will be different as a result of your initiatives? What business value will result?*

Strategy on a Page (SoaP) Template

Strategy Statement: **Vision:**		
Change Drivers:	**Initiatives:** Current Planned Future	**Outcomes:**