Advance Operational Excellence

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.

Drivers	Initiatives	Outcomes
IT organizations are challenged to deliver more services more effectively from fixed resources, driving improved service alignment, operational efficiency, financial management, and transparency.	Improve peer benchmarking metrics such as use of EDUCAUSE benchmarks. Improve service management metrics and reporting.	Key metrics for peer benchmarking are defined, standardized, routinely collected, and available through regular reports to IT governance boards. Key metrics for service management are defined, standardized, routinely collected, and available through real-time dashboards to UW-IT staff and IT governance boards.
The UW has increased need for transparent insight into its limited IT spend.	Improve the alignment between financial management and service management processes.	Total cost of UW-IT services is more transparent to the UW due to improved use of financial management tools. Improved benchmarking, metrics, and budgeting are made possible by improved use of financial management tools.
Constrained IT resources make it increasingly important to enable business leaders to participate in IT governance decisions and directions.	Enhance governance by the IT Service Management Board by providing business-oriented information about services and capabilities. Establish formal service portfolio management within UW-IT, as a complement to existing project portfolio management. Better integrate and rationalize UW-IT's project portfolio, service portfolio, and investment management processes.	Greater business participation improves accountability for how IT limited resources are spent. UW-IT services are better aligned with UW needs due to improved service portfolio management, with more informed input from governance groups.
The University needs to find efficiencies in administrative functions, in alignment with the Transforming Administration Program (TAP).	Continue to roll out service management tools to UW units, such as adoption of UW Connect for the Integrated Service Center. Introduce automated routing of records in UW Connect.	Shared service management tools and practices provide more cohesive customer service. More efficient ticket routing increases service quality and frees up capacity to support new services.
Customers increasingly expect UW-IT services to be as easy to find and use as external services, making the customer experience increasingly important for the reputation of UW-IT. For customers, IT services continue to become more ubiquitous and pervasive, making it even more important to have IT services be easy to find and enable.	Provide customer experience surveys on a regular schedule, and coordinate with other UW surveys, including from the Transforming Administration Program. Study how customers currently find, enable, and use IT services and make recommendations to improve the customer experience. Revise the 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.	Customers can see and track the outcome of their feedback. UW-IT services are easier for customers to find, enable, and use, reducing customer effort. 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.
Customers want UW-IT to offer centralized services to increase efficiencies across the UW, such as software licensing, network and computing infrastructure (Feedback from 2015 UW-IT Customer Experience Survey). License terms change on an annual basis affecting price, compliance requirements, and institutional risk.	Increase customer awareness of software license compliance, risks, and audits. Streamline process for customers to acquire licensed software. Publish process for requesting new products. Increase awareness of compliance and risks.	UW units have easier access to more software offerings in one place (UWare). UW-IT licensing and pricing is more transparent. UW compliance with software contracts is improved through greater awareness of requirements and risks.

The UW's business challenges require cross-functional, integrated IT solutions that rely on sound design using shared architectural principles and methods. UW's data environment is complex and not well documented or understood. Unvalidated data is being used to make decisions at all levels. The UW has little understanding of the gaps and redundancies in our technical landscape, and their impacts on our resources.	Build out a federated Enterprise Architecture practice through creation of Communities of Practice and educational / outreach events. Establish a suite of EA services and reference architectures. Design and deploy an Enterprise Information Management suite of tools and supporting architectural services and best practices. Establish and support a collaborative Strategy Management Practice.	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. UW is better able to respond quickly and well to changes and new opportunities. UW is leveraging timely, accurate and well-defined data in its decision making and integration environments.