

**Strategic Planning in the Office of Information Technology**  
**Institution: University of Colorado**

Problem/challenge: Chief Information Officer Larry Levine was looking for a way to unify the Office for Information Technology (OIT) behind a data-based strategic plan. To do so, he engaged the Office for Performance Improvement to help OIT create and implement a strategic plan following the Performance Excellence strategy. The strategic plan was then translated into specific tasks to be accomplished across OIT using a combination of data analysis and expertise in information technology. Deploying the strategic plan and cascading the metrics throughout the organization gave managers a clear understanding of how their work translated to the organization's goals. The four areas targeted for improvement were employee empowerment, point of service customer satisfaction, overall customer satisfaction, and value contributed to the university by OIT.

Solution/intervention: OIT followed the Performance Excellence model to accomplish their objectives. Performance Excellence is achieved when an organization is generating the maximum level of value possible, given the human, financial, capital, and other resources it possesses. The implementation of this comprehensive model for effectively managing a unit starts with the execution of a Policy Deployment (Hoshin Planning) effort, designed to align everyone in the organization on a set of goals and objectives consistent with the Vision, Mission, and Value Proposition for the unit. In executing the subsequent phases of the model, data based and client-centric strategies are executed to maximize value at the lowest possible cost; with headcount reduction and capital investment constituting last versus first choices for process improvement.

Key words: strategic planning, quality improvement, employee empowerment

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Further information: <http://www.colorado.edu/opi/2015/10/26/office-information-technology-oit>