

# UW-IT Strategy

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## Letter from the CIO

Dear Team Members, Partners, and Friends,

I write to you with a sense of anticipation that we are on the verge of a remarkable transformation of UW-IT. In the last few years, we have navigated a lot of change. It has taken hard work, but together we are building a foundation on which we will create a strong, healthy future for our organization. A future that brings alignment between our work, purpose, and vision and the mission of the University of Washington. Through the guidance of this strategy, realizing this future state will be a differentiator and provide a unique competitive advantage for the University of Washington.

We have listened to colleagues across UW-IT, UW campus partners in Bothell, Seattle, and Tacoma, UW Medicine, state partners, peer institutions, and corporate partners. We heard your voices, your aspirations, your challenges, and your opportunities and have reflected them in a path forward that reaffirms our mission while driving towards innovation and transformation. We also recognize that we are the caretakers of university resources, not owners, meaning the changes and impact we make must be done in partnership with our colleagues across the university and within our communities for their benefit.

By working together and achieving what we set out in the strategy, we will increase our impact. I truly believe the work we are doing will enhance not only our tri-campus community, but higher education globally. We are building leaders, pushing innovation, and enabling world-class research, teaching, and learning through information and technology services.

In our conversation with President Ana Mari Cauce, she noted, “[UW-IT needs to help us] develop a common language, look across the university, and create the collaboration that will be our competitive advantage in the market”. UW-IT is a key player in this time for change, and our institution is ready for us to take the leap. I am excited to take it together.

Best,

Andreas Bohman

## Organizational Health and Clarity

### Mission (Why do we exist?)

**We exist to support the preservation, advancement, and dissemination of knowledge.**

This strategy outlines UW-IT's goals to advance the work of the institution, and in that capacity, to be part of UW's competitive advantage. Our actions directly contribute to knowledge sharing and academic excellence. We remain agile to evolving needs and priorities and are steadfast in our support of the institution and its mission.

### Core Values (How do we behave?)

#### We are invested

At UW-IT we understand the impact our work has on others.

- Being invested means fully committing to the mission and goals of UW-IT and the University of Washington.
- We are motivated and engaged with our work and take ownership of our responsibilities, feeling personal accountability in the success of UW-IT.
- We take the initiative, are eager to learn and improve, proactively support our colleagues to drive productivity and foster a positive work environment.

#### We are compassionate

We recognize that behind every inquiry lies a person seeking productivity and meaningful experiences.

- Exercising compassion in the workplace means we recognize humanity in our work and our impact on colleagues, partners, and customers.
- We are empathetic to the struggles of others, actively listening and offering support when needed, and creating a caring environment.
- As compassionate team members, we approach interactions with kindness and curiosity and seek to understand diverse perspectives.

#### We are team players

UW-IT promotes a collaborative environment where individuals come together to share diverse perspectives in support of a common goal.

- As UW-IT team players, we collaborate effectively, communicate openly, and share knowledge, responsibilities, and recognitions.
- We understand that the best results are achieved when working together.
- We put the team's goals ahead of our personal interests.
- We actively contribute to group efforts; help resolve conflicts and work cohesively to achieve common objectives and foster a spirit of belonging and respect.

### Business Definition (What do we do?)

**We provide Information and Technology Services.** We are a strategic partner that drives innovation and efficiency through delivering IT services and support to all three campuses, UW

medical centers and global research operations to drive efficiency and standardization, help them reach their highest aspirations, and build a place where everyone can thrive.

## Strategic Anchors (How will we succeed?)

The University of Washington is ever evolving as an institution, and UW-IT commits to supporting, enabling, and advancing the institution at each iteration.

Four strategic anchors ground UW-IT in our commitment. The anchors are interconnected and complementary, and they are foundational for achieving success:

- **Trusted Solutions:** UW can trust that UW-IT has evaluated and prioritized business needs, and we are offering carefully considered solutions that are secure, accessible, and focused on outcomes.
- **A Great Place to Work:** Individuals choose to work at UW-IT because of the opportunities it offers to collaborate, learn, grow, and make an impact on the world around us.
- **You Get Me Relationships:** We understand our customers, partners, and community members to meet them where they are in support of individual and collective missions.
- **Global Impact:** We recognize that UW is interconnected with our surrounding cities, the state of Washington, and beyond. Our work is bigger than ourselves, extending far beyond campus boundaries to positively influence the world around us.

Each anchor informs Focus Areas, which are commitments that we make as an organization to bring competitive advantage to the University of Washington. In many cases these are already being advanced by work under way in UW-IT.

## Outcome: Competitive Advantage

The work of these strategic anchors will position the institution and its people to be responsible global citizens and future leaders in higher education and the diverse communities in which we live, work, and play. Through continuous work, commitment, and improvement, UW-IT will be a differentiator and competitive advantage for the institution.

## The Four Anchors

### Anchor: Trusted Solutions

As a provider of information and technology services, UW-IT is focused on creating and delivering solutions that empower our customers, partners, and community members to do their best work. UW-IT ensures that any solution we deliver is vetted, evaluated, and prioritized to meet the business of the University. A streamlined approach to our offerings assures that they are secure, accessible, and focused on outcomes.

We recognize that trust is not just given; it is earned. UW-IT will continue to provide consistent, high-quality experiences and solutions for our customers and partners to build a strong and resilient foundation that grows with us as we advance into the future.

### *Focus Areas*

1. Provide proactive support for adopting and optimizing our portfolio of streamlined solutions, recognizing variation in use cases among constituent groups.
2. Support ongoing and evolving UW technology priorities (e.g., Workday, Student Information Systems replacement) through adoption and advancement, and promote the alignment and engagement of UW leadership to better enable transition and implementation.
3. Review UW-IT supported business and technology processes to find areas for enhancement and redesign processes using data to drive prioritization based on capacity, usage, lifecycle, and end-user need.
4. Create a cloud-first enterprise architecture strategy for UW broadly that informs decisions around services, accounts for cost and risk considerations, and provides guidance on vendor management and adoption.
5. Create clear and actionable policies, standards, and guidelines related to identity and enterprise risk management and provide education and support on execution and adoption.
6. Enable researchers to choose the right tools and computing platforms by collaborating on business needs to inform options and approaches and develop an infrastructure to support those choices.
7. Minimize redundancy, encourage collaboration, and empower decision-making by defining clear roles and responsibilities for UW-IT and distributed IT.

### *Anchor: A Great Place to Work*

Our mission extends beyond technology—it's about creating an environment where everyone can contribute meaningfully and experience firsthand their direct contributions across the University. UW-IT fosters and rewards invested, compassionate team players while we recognize that employees are balancing a life outside of work and strive to provide flexibility, understanding and support. And finally, a great place to work means having colleagues, peers and managers that are going above and beyond to ensure the organization succeeds through a culture of improvement, innovation, and inclusion.

### *Focus Areas*

1. Create a workforce development strategy across UW-IT that will focus on job clarity, skill development and career progression from interns to retirement.
2. Build a culture across all staff to recognize and speak up when a process can be improved by constantly reviewing how we operate with a focus on efficiency. And, when we find those opportunities for improvement, we speak up and offer an alternative way to get things done.
3. Establish an annual feedback exercise conducted across UW-IT to introduce more dialogue around performance and build a culture that can focus on development and growth.

4. Develop a strategy to emphasize and affirm UW-IT's commitment to DEI and accessibility by integrating DEI principles into operations and ensuring all users can engage with technology services, solutions, and platforms.
5. Simplify and standardize an internal UW-IT communication and engagement strategy to ensure consistent messaging, reduce redundancy, encourage collaboration, and create accountability.

## Anchor: You Get Me Relationships

“You *get* me” is shorthand for a depth of understanding and relationships with our customers, partners, and community. A University, and especially one as vast as ours, is unique and diverse. While those qualities make our institution great, intentional effort is necessary to understand the differences in service needs and methods to leverage technology.

To create solutions to meet our community’s needs, we must take the time to build an in-depth understanding of who they are. By creating more transparency and clear lines of communication, customers, partners, and other key community members will have more opportunities to both listen and be heard. This ensures that they feel understood, valued, and confident that we truly 'get' them

### *Focus Areas*

1. Create a consistent experience for customers and partners that focuses on quality interactions and reduces low-value engagement.
2. Create a two-way relationship with UW-IT customers and partners that allows for continuous feedback and transparent communication between parties to maintain accountability.
3. Develop strategic partnerships with vendors and external partners that focus on core competencies and build mutually beneficial relationships to drive innovation.
4. Define clear roles and responsibilities for UW-IT and distributed IT to minimize redundancy, encourage collaboration, and empower decision-making.

## Anchor: Global Impact

UW IT’s work to support, enable, and advance the University has an impact globally. We leverage our resources to maximize impact through intentional collaboration, thought leadership, and shared expertise.

As IT professionals at one of the world’s top research institutions, we are at the forefront of technological advancements. Through strategic partnership and collaboration, we can expand UW’s reach to drive technological innovation and ensure widespread information and technology access across the state, region, and world.

### *Focus Areas*

1. Establish policies and build Communities of Practice around artificial intelligence and machine learning for core areas including operations, teaching and learning, research, and emerging use cases. Collaborate with state entities and other institutions to ensure a diverse perspective and broad application across industries globally.
2. Partner with campus leaders to enable an enterprise data strategy that ensures data consistency, accuracy, and integrity, accounts for end-user education, and allows for

ease of sharing across the institution and with external partners while maintaining confidentiality, privacy, and security.

3. Collaborate with researchers to create a strategy for reviewing emerging technologies and testing use cases to make recommendations about adoption and policy to support widespread innovation at the institution and more broadly.
4. Build and foster relationships with state partners, public institutions, universities and colleges focused on research, collaboration, information sharing, and policy in service of Washington State, its citizens, and its future.
5. Enable equitable access to technology resources across the institution and beyond to foster inclusivity and bridge digital divides.