OIT
ANNUAL REPORT

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Be Boulder.

CU Office of Information Technology
UNIVERSITY OF COLORADO **BOULDER**

01

About
This Report

The Office of Information Technology's (OIT) annual report provides comprehensive updates and information about major IT activities and initiatives that serve students, faculty, and staff across the CU-Boulder campus. This is our third consecutive report to provide greater transparency and detail to all our clients about the many technology services we provide to the campus. Previous issues can be found at www.colorado.edu/oit/about-oit/accomplishment-reports.

OIT uses the Service Performance Excellence (SPE) management model, as implemented by the Office of Performance Improvement (OPI). Using best practices and processes we learned from OPI, we solicit feedback in the form of reactive and proactive surveys from our clients about their satisfaction with our services and support. We also gather feedback from our staff on a bi-annual basis as to whether they have the authority, responsibility, accountability, skills and tools to effectively do their job in support of the campus mission. These three important elements—reactive, annual and employee empowerment surveys—help us continuously improve, create alignment and better serve CU-Boulder in a cost-effective manner.

With this qualitative and quantitative feedback from our clients and employees, along with critical input from governance groups and key committees, we formulate clear and measurable objectives for OIT in the form of our strategic plan, which includes the following four strategic intents:

• Significantly improve client satisfaction with OIT services.
• Significantly improve client satisfaction with OIT transaction services.
• Deliver value with service quality at the lowest cost.
• Significantly increase OIT employee empowerment.

The report that follows is organized by the four strategic intents. It will detail the progress that has been made as related to the four strategic intents and what is currently in motion. The report will also outline current initiatives that have a significant impact to the campus.

Learn more about OIT's strategic plan and our management model at www.colorado.edu/oit/about-oit/service-performance-excellence.

02

Sharing the Report with Campus Groups

We are actively sharing the report with groups including:

Boulder Faculty Assembly (BFA):
A representative body of the faculty that is empowered by the regents to set academic policy and advise administration on other policy for the University of Colorado Boulder. Specifically, members of OIT participate in the BFA's Administrative Services and Technology Subcommittee.

Dean's Council
Primarily the Provost's direct reports, including the deans of schools and colleges and other senior administrators.

IT Faculty Advisory Committee
A campuswide group of faculty members who provide IT advisement.

IT Administrative Advisory Committee
Heads of major administrative areas who provide IT advisement.

Campuswide Collaboration of IT Professionals (CCITP)
A collaborative group that advises the Office of the CIO on campuswide IT initiatives as a co-equal body of IT professionals from the academic, administrative, and research areas. The CCITP provides technical recommendations, feedback on policy drafts, and consultation to and with advisory committees.

The Office of Information Technology
The central IT organization for the CU-Boulder campus.

Additional Groups
We also anticipate sharing this with the CU Student Government (CUSG) and United Government of Graduate Students (UGGS) executive teams and the Student IT Governance Committee.

Archived Issues

Archived issues of this report are available on the OIT website in the About OIT section at www.colorado.edu/oit/accomplishment-reports.

Feedback

As you review this report, should you have questions, feedback, clarifications or additions for future issues of the report, please contact us at oitfeedback@colorado.edu.

03

90% 👍
Overall Customer Satisfaction

95% ✅
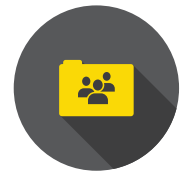**Reactive Survey Satisfaction**

2014
IT Summary

Exceeded our employee empowerment goal of 90%.

Began benchmarking OIT service costs against our peers.

Acquired a new constituent relationship management system (CRM). MyCUHub, will allow for the integration of data to holistically support student success and serve as the nexus for constituency data across CU. This CU center of excellence, homed at CU-Boulder, also serves the CU-wide "eComm" (Harris Connect replacement) project, and will serve many more such projects in the near future.

Embarked on a campuswide digital accessibility initiative.

Continued to support Research Computing efforts

Focused on Desire2Learn, wireless, VPN, and Microsoft Office 365 to improve client satisfaction with those services.

Began the process of replacing the aging telephone system with a new Voice over Internet Protocol (VoIP) service.

04

Current
Institutional Initiatives

Improving CU-Boulder's Digital Accessibility

OIT is leading a multi-department initiative to improve Information and Communications Technology (ICT) accessibility at CU-Boulder.

In part, this initiative was jump-started by an inquiry from the U.S. Department of Justice requesting information about CU-Boulder's compliance with the Americans with Disabilities Act. This inquiry is related to concerns about CU-Boulder's Internet platform compatibility with screen reader software and the accessibility of digital textbooks, digital signage, and other technologies for visually impaired students. As

Chancellor DiStefano stated in CU-Boulder Today, we are embracing this opportunity and taking significant steps to remediate the issues raised in the inquiry.

Under the leadership of a project executive team, we have made major advancements in 2014 by creating a steering team and four working groups, with broad representation from across the campus and the CU System.

The table below highlights aspects of the project charter and the progress that was made in 2014.

Charter Direction	Progress
Complete an initial assessment regarding how we will make our digital signage, Google Apps, and other technologies compatible for students with visual impairments.	This was completed in October 2014.
Create a Chief Digital Accessibility Officer (CDAO) and IT Accessibility Coordinator positions.	Dan Jones was named the CDAO and the additional supporting positions have been created.
Create an ICT accessibility policy and standards for CU-Boulder.	A draft of the policy and standards was created. It will be reviewed by key campus constituents throughout the spring 2015 semester.
Provide education and training for those in teaching roles to ensure accessibility of digital course materials and textbooks used by constituents with disabilities.	CU-Boulder's Accessible Technology website contains links to helpful resources and CU-Boulder oriented training material, is in development.

Learn more about the ICT Accessibility initiative at www.colorado.edu/accessibility.

05

Academic Technology
Design Team Established

In response to the campus' call to be more efficient and effective with the resources we have, our Academic Technology Consultants and Academic Media staff were realigned into the Academic Technology Design Team. We moved our distributed group of consultants into a central team of learning experience designers who approach indeterminate learning problems with creative applications of emerging educational technologies. The team typically explores a learning problem, prototypes a technological solution, introduces the solution, assesses it, and helps faculty members implement it as a part of their regular work.

Projects completed since this change include reshaping a large lecture class to leverage massive online teaching methods; flipping International Student Orientation to make it online, which was later re-used as a basis for online new student orientation; flipping a graduate Introduction to Statistics class; developing three Massively Open Online Courses (MOOCs): a Comic Books and Graphic Novels MOOC, the Gut Check: Exploring Your Microbiome MOOC, and a Water in the West MOOC. We also supported the campus' efforts to improve the accessibility of information and communication technologies (ICT),

to review lock-down browsers for online testing, and we supported a National Science Foundation Grant to evaluate the use of screencasts in teaching Chemical Engineering concepts.

The team continued to develop an analytics and assessment service, in which patterns of students' uses of learning technologies are visualized for faculty members and administrators. We developed and administered surveys of students and of the faculty asking them what help they need with computing, their desires for getting technology support, and how they would like to learn more about educational technologies. We partnered with the Boulder Faculty Assembly to prepare and review the faculty survey, and with Disability Services and the ADA office to prepare a survey of the campus on accessibility.

All this was done while offering approximately 20 informative brown-bag presentations and 20 technology training sessions. Our service for answering faculty members' technology questions also provided 639 consultations with a 96% satisfaction rate among faculty members responding to surveys about those consultations. Learn more at www.colorado.edu/oit/atdt.

06

Driving Student Success and
Administrative Efficiency with MyCUHub

In alignment with the chancellor's priority of increasing student retention, enhancing reputation and increasing revenue, OIT is implementing a campuswide academic advising and student success system that will increase efficiency and consistency across campus: MyCUHub, a constituent relationship manager (CRM). This platform introduces a new way of engagement by providing campus stakeholders, who have a vested interest in student success, with actionable insight into student progress and engagement in one place rather than across independent systems; thus equipping us to better serve our students more efficiently.

The MyCUHub team deployed the first of the MyCUHub platform applications to the Office of Arts & Sciences Academic Advising Center (AAC) last September. The application, called the Timerapp, is a tool that allows advisors of first-year students to verify student IDs prior to appointments, track the length of appointments and indicate if future outreach to the student might be warranted. The Timerapp marks the first of many deployments that will leverage the Force.com platform that is the underpinning of the MyCUHub service. The team will create additional functionality for all advisors in Arts & Sciences in a major May 2015 release.

The team also rolled out the next phase of the project to the Office of Industry Collaboration (OIC). With MyCUHub, OIC is able to engage with, track and follow through on connections made between companies, departments, schools, and individuals. The lengthy CU administrative processing of such opportunities has been noted as one of the major concerns of industry and faculty. MyCUHub will directly support reducing the processing time. In addition, as other units begin using the platform, the activities between all CU units and a corporation will be managed holistically for better strategic coordination, resulting in increased opportunities for both the business community and CU.

In 2015, OIT will continue application rollouts to the Leeds School of Business, Law, and the Center for Advanced Engineering and Technology Education. The vision for this platform extends beyond the Boulder campus, too, as they work with other campuses technology and systems departments on shared customer relationship management initiatives. Learn more at www.colorado.edu/mycuhub.

MyCUHub Focus

1 Upgrade our academic advising services through automation so advisors are provided with accurate, up-to-date information and are better equipped to serve their students.

2 Streamline the student and employee experience. This tool has been designed to remove some of the barriers to getting core academic advising things done.

3 Use MyCUHub to facilitate better constituent service and manage new opportunities, academic initiatives, and projects in a coordinated cross-campus way.

07

Making Strides in Research Computing

In the past year, CU-Boulder's Research Computing group had many initiatives in computational science and engineering training, data management support, high performance computing, and the science network. Learn more at www.rc.colorado.edu.
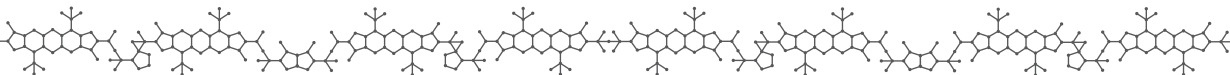
Computational Science and Engineering Training

Research Computing facilitated meetups, provided supercomputer bootcamps, and hosted the 4th Annual High Performance Computing (HPC) Symposium. The symposium had two well-respected keynote speakers, Irene Qualters from NSF and Raj Hazra from Intel. Panel discussions focused on networking, big data, and the future of HPC hardware and software, while many of the second day's tutorials were taught by Research Computing staff members.

Members of Research Computing have been funded to develop workshops about scientific computing, assist the U.S. Geological Survey (USGS) and its researchers in scientific computing and data management, collaborate on joint proposals, and participate in other collaborations related to HPC and data management.

Research Computing and the Libraries have been funded by the Libraries Innovation Fund to work on a grant entitled, "Women in Science and Engineering Software Carpentry Bootcamp at the Gemmill Library of Engineering, Mathematics, and Physics." This grant will benefit women on campus by bringing in experts to teach software carpentry.

Data Management Support

The PetaLibrary continues to provide data storage for an increasing number of CU researchers. Currently, over 20 research groups and other institutions including Norlin Library, the Institute of Cognitive Science, and the Museum of Natural History are using over 300 TB of storage space. Within the last year, we have integrated the Globus data transfer and sharing service on top of the PetaLibrary storage system. Globus provides convenient, high-performance data transfers, along with the ability for PetaLibrary customers to easily share their data with collaborators both on- and off-campus.

The Libraries and the Vice Chancellor for Research's Office developed an internal grant competition for the best data management plan. The winning data management plans have been shared with the CU community to increase researchers' competitiveness with external funding agencies.

High Performance Computing

A new job scheduling system, based on the open-source Slurm package, has been designed, configured, and deployed for Research Computing's High Performance Computer. The system also includes a locally-developed allocation management environment with an improved interface for users to submit proposals and view their allocations of CPU time. The new scheduling system has much better performance in terms of handling large numbers of jobs and in maintaining high cluster utilization. Its stability is substantially better than the previous software with no scheduler crashes since the final rollout on June 1, 2014. In addition, Slurm gives users greater flexibility for scheduling and managing complex workflows, e.g., those with dependencies between job arrays.

Additionally, The National Center for Atmospheric Research (NCAR) and CU-Boulder was funded by the Intel Parallel Computing Centers program. Participants in the program will develop methods to increase the performance of applications that use advanced microprocessor technologies and will help train the next generation of scientists and engineers who will apply these new technologies to challenges of scientific importance.

Science Network

CU-Boulder's Research Computing group is collaborating with other institutions in the Rocky Mountain Cyberinfrastructure Mentoring and Outreach Alliance (RMCMOA) on an NSF-funded project for the Campus Cyberinfrastructure (CI) - Infrastructure, Innovation and Engineering Program (CC*IIE). This project educates in an effort to drive adoption and expansion of advanced networking and CI technologies to smaller colleges and universities in Colorado, New Mexico, Idaho, Utah, and Wyoming.

08

Bolstering our Competitiveness
with a Campus Data Center

For years, the Boulder campus has been struggling with an acute shortage of data center space to support its expansive computing environment. This shortage has hindered research activities and has encouraged the proliferation of local "server closets." These small server rooms are typically energy- and space-inefficient, and do not effectively serve their intended purpose primarily due to insufficient power and cooling, and unreliable infrastructure. They also take up valuable space that could be better used for offices and laboratories.

On September 20, 2013, OIT announced that the first phase of a centralized campus data center had opened in the old data center of the Space Science Center (SPSC) and that a second phase to fully renovate the space had begun.

The second phase construction commenced in October of 2013. The substantial construction elements were completed in July 2014, and the first racks were installed to accommodate BioFrontiers' S10/Pando supercomputer soon after.

Though the facility is now operational, work will continue through the next few months to complete the installation of the hot-aisle containment, structured cabling, network electronics, and monitoring systems, as well as final commissioning of the electrical and mechanical systems.

The data center is designed to bolster our competitiveness as an R1 institution and serve as a centrally managed resource to improve research conditions and administrative work versus localized computing space on campus.

Learn more at www.colorado.edu/datacenter.

Enhancing Communications
with a VoIP Unified Communications System

OIT is currently engaged in a project that will replace CU-Boulder's existing Avaya telephone and voice messaging systems with a new Cisco Voice over Internet Protocol (VoIP) Unified Communications (UC) system. This will include telephone, call center, voice messaging, email integration, presence, instant messaging, E-911 emergency responder, and other current technologies.

In 2014 the project team replaced the Avaya voice messaging system with the new Cisco voice messaging system for some 10,000 campus phone owners. The team also updated the incoming and outgoing trunking used to carry calls and Auto Attendant services were also moved to the new Cisco voice messaging system. In the next 18 to 24 months, the project team will roll out VoIP telephones to campus phone owners. Learn more at www.colorado.edu/oit/projects/voip.

09

Significantly Improve Client Satisfaction with OIT Services

Given that OIT is committed to effectively serving the campus and supporting the mission of the university, on an annual basis we survey campus constituents to gauge how our services support the campus. From the responses we make strategic decisions regarding IT resource allocation and service prioritization. OIT has a strategic objective to significantly improve critical client satisfaction with OIT services from 82% to a minimum of 90% by strengthening sources of satisfaction and reducing sources of dissatisfaction. Learn more about the Annual Survey at www.colorado.edu/oit/about-oit/service-performance-excellence/survey.

The campus feedback from the 2013 Annual Services Survey generated strategic and tactical objectives within OIT's strategic plan for services including:

Desire2Learn

Wireless

CU-Boulder's Virtual Private Network

Messaging and Collaboration Tools

It is clear from the campus responses that these four OIT services are vital to the productivity of students, faculty and staff and that OIT needs to be diligent about creating the most seamless and effective service in these four key areas.

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Desire2Learn

OIT continues to make significant progress in improving the Desire2Learn (D2L) service. We insisted on better communication process with the vendor that included a more disciplined approach to change management in order to decrease the impact to faculty and teaching staff. We made it a priority to have weekly meetings with D2L, and also require that they inform us, and include us in the decision making, when they need to make changes that might potentially impact our customers. We also moved away from mid-academic year D2L upgrades, and instead, upgrade annually. In order to help us ensure that the changes that D2L promises are made and/or work as expected, we formalized verification of D2L's planned maintenance including service packs, monthly maintenance windows, and hotfixes. Further, we made improvements to when and how we communicate about D2L to our customers.

Participants in the satisfaction survey identified reliability and ease-of-use as specific sources of dissatisfaction with D2L. An OIT team was commissioned to understand the concerns, and come up with a list of recommendations to address these issues directly. In the spring of academic year 2013-2014, the team conducted interviews with faculty volunteers to understand the issues related to reliability. Although a number of issues surfaced, a review of the data suggests that slowness and unavailability of D2L are key sources of dissatisfaction.

The team completed another round of faculty interviews about the issues related to D2L's ease-of-use during the fall semester as well and plans are being made to increase ease-of-use.
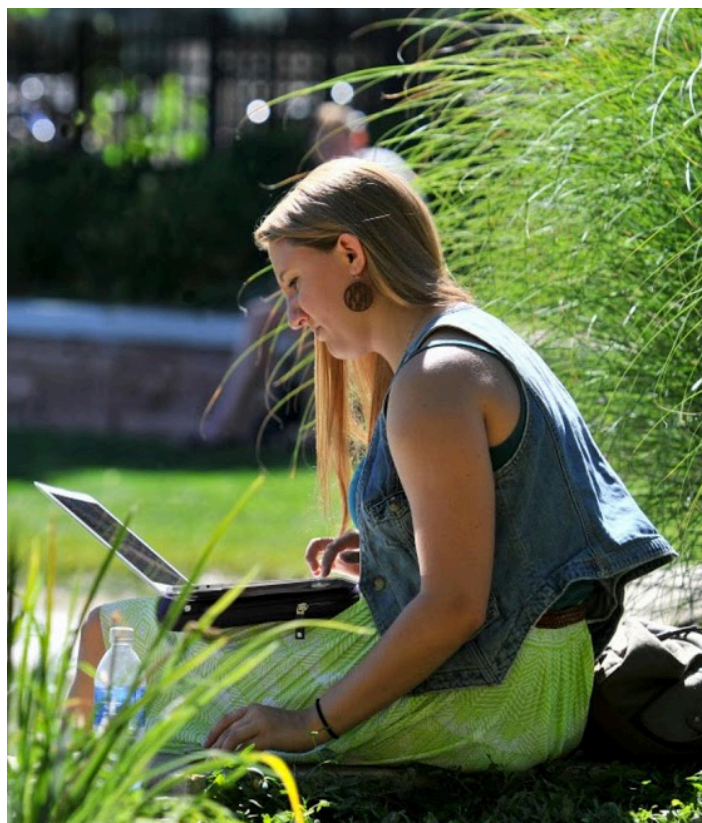
Wireless

Changes to wireless service to improve access and security are underway. CU-Boulder has joined eduroam which is a secure worldwide federated network dedicated to support the international research and education community. Eduroam provides encrypted network access for visitors from participating institutions, without the need to gain guest credentials on arrival to an eduroam-enabled location (map of eduroam US institutions). Faculty, staff, and students visiting other eduroam member universities can connect using their CU-Boulder Identikey. Likewise, faculty, staff, and students visiting our campus can connect to the network securely without some of the protocol restrictions on the guest network.

Eduroam is the network of choice for on-campus use when seeking additional privacy and security. CU-Boulder's eduroam network is coupled with a secure key that not only encrypts your wireless traffic, but also creates a safe and secure network environment to connect to your most important data. Learn more about eduroam at www.colorado.edu/oit/eduroam.

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Virtual Private Network

In the Annual Services Survey we learned that faculty and staff are passionate about the reliability of CU-Boulder's Virtual Private Network (VPN) service. Many found it challenging to use the CU-Boulder's Java-based VPN. In 2014, OIT took the next step in VPN technology by implementing the Cisco AnyConnect VPN service and application. Cisco AnyConnect works across supported platforms and mobile devices and does not require Java. Learn more about Cisco AnyConnect VPN at www.colorado.edu/oit/vpn. OIT also took steps to ensure the reliability of the service by hosting our VPN application from geographically diverse locations (separate buildings).

Microsoft Exchange and Office 365

For the past two years the campus has been moving down a path focused on updating the email and calendaring environments for faculty, staff and students. Upon the completion of migration of student email from CULink to Gmail in 2013, attention shifted to migrating faculty and staff email and calendaring services to Exchange Online as part of the larger implementation of Microsoft Office 365.

In the Annual Services Survey we learned that faculty and staff were interested in the enhancement of email and calendaring services. The move from on-campus Exchange to Exchange Online does that by providing account owners with 50GB email quotas, an enhanced web browser experience and the latest version of Microsoft's enterprise-level email. Exchange Online is part of the Microsoft Office 365 suite which also comes with collaboration tools for all campus affiliates including those listed in the diagram to the right.

In 2014 we provisioned Office 365 accounts for all faculty, staff, and students. Throughout the service implementation, we provided the campus with regular updates and Office 365 service documentation on how to make use of the new service.

In 2015, we will migrate approximately 10,000 messaging and calendaring accounts from on-premise Exchange to Exchange Online.

Learn more about Office 365 at www.colorado.edu/oit/office365.

Microsoft Office Web Applications for web-based access to word processing, spreadsheet, and presentation documents.

Microsoft SharePoint Online for easy-to-manage department and team collaboration sites.

Microsoft OneDrive for file storage and collaboration. OneDrive has unlimited storage just like CU-Boulder's instance of Google Drive.

Lync (Skype for Business)

Microsoft Lync Online, also known as Skype for Business, is used for instant messaging and video conferencing.

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Significantly Improve Client Satisfaction with OIT Transaction Services

## Just-in-Time Support Survey

OIT uses a reactive survey to assess client satisfaction with each business interaction they have with OIT. While the Annual Services Survey focuses on overall satisfaction with OIT services, the reactive, just-in-time support survey is concerned with how well we are doing in the day-to-day work of providing those services.

The survey is sent shortly after each incident or request is completed. Because the survey is sent after each interaction, it has five or fewer questions that are optimized to get the most possible information from the client, with minimal disruption to the person filling out the survey. Each survey is customized based on responses to each question.

The survey messages also provide helpful features, such as ticket tracking and a link to let us know if the issue wasn't resolved or the request wasn't fulfilled from the end-users point-of-view. If that is the case, we quickly react to reopen the case and resolve the incident or fill the request to the satisfaction of the end-user.

While the ticket and survey process is automated and streamlined for efficiency, we welcome clients to contact us directly about their experience. Clients are also invited to contact the Associate Vice Chancellor for Information Technology and Chief Technology Officer, Larry Levine, via his contact information at the bottom of each survey message.
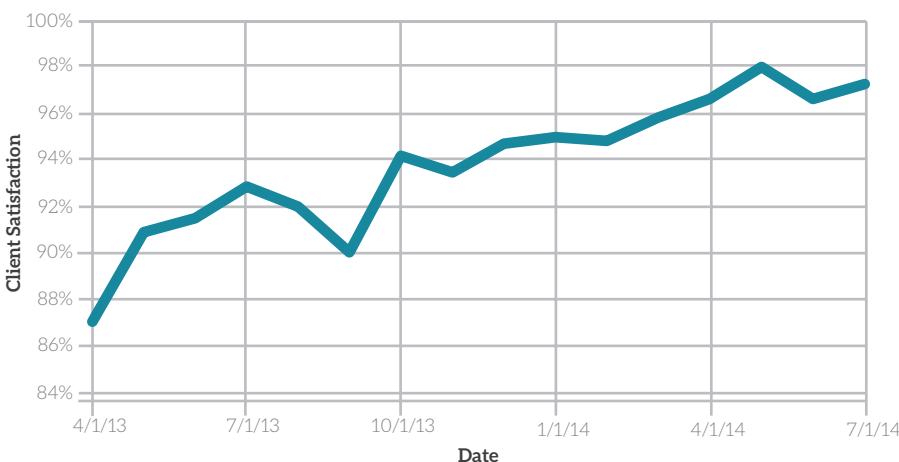
Client Satisfaction

Client satisfaction ratings as measured by the survey have shown a steady increase since beginning the survey in March 2013. OIT's strategic objective for satisfaction is a minimum of 90%. From May 2013 forward, OIT has met that goal and has shown ratings of 95% during the fourth quarter of 2014.

Client Satsifaction Survey Results

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Continuous Improvement

While the 95% customer satisfaction rate meets our strategic objective, we are committed to continuously improving. Through comprehensive statistical analysis, each service area has identified factors that contribute to satisfaction and in many cases, factors that lead to dissatisfaction as well. This analysis helps us identify which areas to pay the closest attention to. We continue to strive for steady improvement.

Not Just Numbers

When clients indicate on the survey that they are not satisfied, they are asked if someone from OIT can contact them. If they agree, OIT addresses the situation in a rapid and thorough way. OIT personnel receive a special notification, review the case notes, follow up by phone and email within an hour, and will happily visit the client's location if appropriate and feasible.

If the follow-up efforts show that the issue is not resolved, we look for additional ways to resolve it. If there are changes suggested for an improved process in the future, we capture those suggestions and route them to the appropriate service manager for review. Each quarter, all captured information is reviewed for system-wide improvements.

14

Deliver Value with Service Quality at the Lowest Cost

Another component of our strategic plan integrates the concepts of service quality and service cost into a single overarching measure: value. Put another way, OIT seeks to build upon the questions "How well do we perform this service?" and "How much does it cost us to produce this service?" to ask and answer this culminating question: "Should we be providing this service?" Is OIT providing value to the campus, and if so, how much? In order to be able to answer these overarching questions for all of its services, OIT is working to put some key pieces into place.

Understanding the
True Cost of OIT Services

Service quality has been defined and is being measured via the numerous efforts described in prior sections. But because value lies at the intersection of quality and cost it is equally important, and no less challenging, to measure and define service cost. To this end, OIT has studied available methods for developing the true cost of producing each of its services, and is moving forward in 2015 with a methodology that will enable it to answer these questions in a thorough, consistent, and repeatable manner going forward. In order to obtain a key data input to this service cost modeling, OIT is pursuing an employee time reporting solution. Staff time is a major component of the cost of any OIT service, and a standardized approach to tracking time devoted to various services, purposes, and clients will provide a critical stream of data in OIT's efforts to understand its costs comprehensively.

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Benchmarking OIT Service Costs
Against Competing Solutions and Peers

Benchmarking provides valuable context to answer questions of cost effectiveness of OIT's service offerings. With its true cost per unit of delivered service in hand, OIT will be equipped to compare and evaluate its service costs in two important ways:

Benchmarking vs. Peer Institutions

As stated explicitly in its strategic plan, OIT seeks to provide its services at a cost that falls into the lowest quartile among its peer institutions. Peer benchmarking of this nature requires not only a well-developed internal cost analysis, but also a shared set of service and cost definitions across universities with which OIT hopes to compare its own costs. Higher education and technology consortia, such as Educause and the Educational Advisory Board, are important resources for this benchmarking analysis.

Benchmarking vs. Competing Solutions

There may be cases in which OIT performs a service at a value level that could be beaten by competing options in the broader IT marketplace. If an available outside solution would provide an ongoing superior cost-quality combination to that which OIT can provide, then OIT will pursue an external solution that is more cost-effective for the campus.

OIT understands and embraces the importance of answering these complex questions about value across all of its services and continues to commit time and resources to this pursuit accordingly.

16

Significantly Increase OIT
Employee Empowerment

In order to fulfill OIT's mission of achieving a 90% customer satisfaction rate, OIT had to ensure that its employees were empowered to deliver high quality services to its clients on a daily basis. Empowered employees:

possess the necessary **knowledge** to do their work

possess the necessary **tools** to do their work

understand the goals and objectives for which they are **responsible** for and will be held **accountable**

have the necessary **authority** to achieve the goals and objectives for which they are responsible and accountable

Once empowerment levels were assessed and any gaps in empowerment were identified, OIT management became responsible for taking steps to close gaps in OIT employees' ability to serve OIT clients.

When OIT began Service Performance Excellence (SPE), it set a goal to have a 90% rate of employee empowerment within three years. In July 2012, OIT began conducting empowerment inventories every six months. At that time, only 63.3% of all OIT employees reported that they were empowered. Furthermore, 51% of employees that indicated that they were not empowered identified not having authority within their span of control to achieve the goals and objectives for which they were being held responsible/accountable as the biggest barrier to their empowerment.

In response, Larry Levine and the directors determined that OIT needed to be restructured in such a way so that each service, process and function would have its own

single point of management responsibility for services and support. Over the course of the fall of 2012 and the spring of 2013, a number of changes were made to the organizational structure of OIT that resulted in a shift from large function-oriented teams to smaller service-oriented teams. By merging the responsibility for strategic direction, operational support and continuous improvement of a service or group of services (i.e. program) into one area, newly appointed program and service managers and the teams that reported to them would be vested with the authority within their span of control to meet goals and objectives for which they were being held responsible and accountable. In addition, supervisors also worked very hard in their area to improve their direct reports' empowerment.

In the most recent empowerment survey (July 2014), 90.3% of OIT employees reported that they are empowered.

Spirit of Service

While it is our job to provide technology to CU-Boulder, we have a strong spirit of service to support the goals outlined by Chancellor DiStefano. To make sure we're successful in our mission, we deliver value to the campus, empower our employees, provide quality support, and improve our services based on your feedback. We also create initiatives that tie back to the chancellor's goals, such as developing the MyCUHub platform to bolster academic and administrative efficiencies; building a state-of-the-art campus data center; and ensuring that all students have equal access to technology.

Whether we're fixing your computer, troubleshooting tricky technology questions, provisioning digital resources, supporting instructors in the classroom, virtualizing systems, licensing software, facilitating your research, consulting on instructional design, or publishing tutorials, we genuinely strive to provide you a worry-free, innovative technological experience.

To learn more about our organization and view an organizational chart, visit www.colorado.edu/oit/about-oit.