COLORADO COLLEGE

2024- 2029 Strategic Plan

INFORMATION TECHNOLOGY SERVICES (ITS)

MAY 25TH, 2024

Contents

Executive Summary

This IT Strategic Plan outlines our organization's approach to harnessing digital dexterity, fostering a culture of service and teamwork, driving innovation, ensuring safety, and facilitating access to technology resources. By aligning these strategic themes within the lenses of student-centricity, innovation, and collaboration, we aim to create a transformative IT environment that empowers our community and advances our organizational goals.

Methodology

In formulating our strategic plan, our methodology was anchored in the strategic lenses of innovation, student-centricity, and collaboration. *Innovation* served as our guiding light, propelling us to explore cutting-edge technologies and inventive solutions to meet the evolving demands of education. We prioritized *student-centricity,* ensuring that every IT initiative was meticulously tailored to enhance the learning experience, empower student success, and promote inclusivity. *Collaboration* was woven into the fabric of our approach, fostering partnerships and interdisciplinary cooperation to leverage collective wisdom and resources for maximum impact.

We embraced strategic pillars such as digital equity and inclusion, sustainable technology, digital wellness, and transparent tech communication to ensure fair access, environmentally conscious practices, user well-being, and open dialogue. By prioritizing *digital equity*, we aim to bridge gaps and foster diversity in digital participation, while *sustainable technology* underscores our commitment to responsible resource usage. *Digital wellness* informs our approach to promoting balance and mindfulness in technology use, and *transparent tech communication* will foster trust and alignment with campus stakeholders.

By viewing our strategic planning process through these pillars and lenses, we cultivated a forward-thinking IT roadmap that not only addresses present challenges but also anticipates and adapts to future opportunities. In addition, we conducted dialog with various campus stakeholders to identify key themes and priorities. Through these campus outreach efforts, we engaged representatives from faculty, staff, students, and administrators to understand their needs, challenges, and aspirations.

Process

Building a successful Information Technology Services (ITS) strategic plan for Colorado College requires a collaborative approach including executive leadership, campus stakeholders, and ITS staff. Below is a refined breakdown of the process, focusing on engagement with the entire campus community:

1. Goal Setting & Community Engagement

- **Institutional Strategic Alignment:** The ITS plan aligns with Colorado College's strategic vision for the future. ITS leadership translated these broad aspirations into specific technology-related goals for the plan.
- **Stakeholder Input:** ITS conducted needs assessments, surveys, and engagement activities with campus stakeholders to understand their technological needs and priorities.

2. ITS Team-Led Requirements Definition:

- **Team Formation:** Where necessary, cross-functional teams will be formed, each responsible for a specific goal or objective within the plan. Each team will be led by a designated team leader as defined in each strategic goal.
- **Requirements Breakdown:** Each team meets to dissect their assigned goals into specific, measurable, achievable, relevant, and time-bound (SMART) objectives and necessary staffing requirements.
- **Task Delineation:** Within each objective, the team further breaks down tasks required for successful completion. This involves:
    - **Identifying Subtasks:** Each objective is divided into smaller, actionable tasks.
    - **Assigning Responsibilities:** Team members will be assigned ownership of specific tasks based on their expertise and workload.
    - **Defining Measurable Success:** Metrics will be established to track progress and measure success for each task.

3. Prioritization through IT Governance:

- **Weighted Scoring System:** ITS has developed a scoring system which will gather input from ITS staff and campus stakeholders. This system assigns points based on pre-defined criteria defined in our IT governance framework. These criteria include but are not limited to:
    - **Alignment with Strategic Vision:** How well does the objective contribute to the college's overall strategic goals?
    - **Impact on Stakeholders:** How significantly will achieving the objective benefit faculty, staff, students, and the broader campus community?
    - **Feasibility:** Can the objective be realistically achieved considering resource constraints, technical limitations, and implementation timelines?
- **Final Prioritization:** Based on the scoring and qualitative feedback, the ITS Leadership team establishes a prioritized list of objectives. This list guides resource allocation and project timelines for the ITS strategic plan.

4. Collaboration, Management and Execution:

- **Team Meetings:** Regular team meetings will be scheduled for progress updates, addressing challenges, and fostering collaboration.

- **Stakeholder Feedback:** Stakeholders will be briefed periodically on progress and their feedback is incorporated for course correction.
- **Project Management Office (PMO):** The PMO will provide support by:
  - **Tracking Progress:** Utilizing our project portfolio, the PMO monitors task completion and overall plan adherence.
  - **Risk Management:** Working with project teams and stakeholders, the PMO will work to Identify potential roadblocks and develop mitigation strategies.
  - **Resource Allocation:** In collaboration with team leads and campus stakeholders, the PMO will work to ensure all teams have the necessary resources to complete their assigned tasks.

Elements

Core Business Capabilities

Core business capabilities are the fundamental functions Colorado College needs to excel at to ensure its long-term viability. By aligning IT goals with these core business capabilities, we can focus resources on initiatives that directly contribute to the college's long-term sustainability. These core capabilities encompass attracting and retaining talented students (*Enrollment*), fostering their success through exceptional academics and support services (*Student Experience and Success*), maintaining efficient and supportive operations (*Organization Operations and Support*), and securing resources for the future (*Advancement and Strategic Management*). By mastering these areas, the college creates a virtuous cycle: a strong student experience attracts top students, leading to a positive reputation and attracting donors. Efficient operations ensure resources are used effectively, and strategic planning positions the college for future success. These core capabilities are all interconnected, working together to create a sustainable future for the institution.

Enrollment (ENR)

- Enrollment encompasses the comprehensive and dynamic processes involved in attracting, admitting, and matriculating students. This capability is critical for sustaining the institution's academic community. It involves managing the entire student journey from initial inquiry and application through to acceptance and enrollment. As a primary source of revenue for the college, successful enrollment is paramount to the financial health and sustainability of the institution, directly impacting tuition income and the availability of funds for academic programs, faculty, and infrastructure.

Student Experience and Success (SES)

- Student Experience and Success goes beyond academics, encompassing a holistic approach to student well-being and growth. It includes fostering a vibrant campus community that offers engaging extracurricular activities, strong academic advising, and robust mental health and career services. By prioritizing student well-being, academic achievement, and personal growth, the institution cultivates a strong reputation. Satisfied and successful graduates become vocal advocates, attracting future generations of students.

Organization Operations and Support (OOS)

- Organization operations and support are Colorado College's fundamental backbone. This core business capability encompasses a range of essential services, from financial management and human resources to technology infrastructure and facilities maintenance. Additionally, this core capability involves efficient management of administrative functions, facilities, operational governance, and IT infrastructure. By prioritizing these aspects, the institution can enhance operational efficiency, reduce costs, improve service delivery, and enhance overall stakeholder satisfaction.

Advancement and Strategic Management (ASM)

- Advancement and Strategic Management involves the strategic cultivation and stewardship of relationships with alumni, donors, and other stakeholders to secure philanthropic support and external funding. This capability is essential for enhancing the institution's financial resources beyond tuition revenue, playing a critical role in its sustainability and growth. As a primary funding source, advancement initiatives are crucial for maintaining financial stability and fostering an environment of continuous improvement and excellence.

Strategic Lenses

ITS strategic lenses encompass innovation, student centricity, and collaboration as fundamental principles guiding our technology-driven initiatives for the campus. By integrating these strategic lenses, ITS can harness the power of technology to drive meaningful innovation, prioritize student success, and cultivate a collaborative ecosystem.

- **Innovation**
- **Student Centricity**
- **Collaboration**

Strategic Pillars

The ITS Strategic pillars are the foundational principles or key areas of focus that guide our long-term direction and decision-making processes. They represent the fundamental elements upon which our ITS division builds its strategy to achieve strategic objectives and fulfill our strategic mission.

- **Digital Equity & Inclusion:** Ensure all students have equitable access and understanding of digital tools and platforms.
- **Sustainable Technology:** Implement sustainable/green ITS practices and promote the use of technology that aligns with CC's sustainability goals.
- **Digital Wellness:** Foster a healthy relationship with technology, ensure tools support mental and emotional well-being.
- **Transparent Communication:** Clear communication about technological changes, updates, and best practices.

Strategic Themes

ITS Strategic themes encapsulate the core goals and objectives that guide our long-term strategy. These serve as the overarching concepts that align various initiatives and efforts towards achieving strategic goals. These themes provide clarity and focus amid complexity, helping our ITS leaders and team members make strategic choices and allocate resources effectively.

- **Digital Dexterity:** Develop resource capacity to quickly adapt to new technologies.
- **Service and Teamwork:** Create a culture prioritizing service and teamwork within ITS and in working with other campus constituencies.
- **Innovation:** Promote data-driven decision-making to maximize value and minimize waste.
- **Safety:** Foster a privacy-first culture to protect data and physical assets and work to minimize risk.
- **Access and Experience:** Equitable access to technology resources for all stakeholders, including empowering individuals with necessary proficiency.

ITS Team

- **Office of the CIO (CIO)**
- **Frontline Solutions and Support (FSS)**
- **Enterprise Information Solutions (EIS)**
- **Network and Security Support (NSS)**
- **Project Management Office (PMO)**
- **OculusIT (OCIT)**

Operational Groups

- **Digital Transformation (DT)**
- **Data Governance (DG)**
- **AI Task Group (ATG)**
- **Incident and Risk Management (IRM)**

Campus Departments

- **Finance and Management (F&M)**
- **Academics and Faculty (A&F)**
- **Enrollment Management (EM)**
- **Student Life (STL)**
- **Advancement (ADV)**
- **Athletics (ATH)**
- **Marketing and Communications (M&C)**
- **Operations (OPS)**
- **Workplace and Culture (HR)**
- **Colorado College (CC)**

Strategic Goals and Objectives

Below are summaries of the ITS strategic goals and objectives organized by strategic theme.

Strategic Theme: Digital Dexterity

By emphasizing cross-functional professional development, team members gain versatile skill sets that transcend traditional boundaries, allowing them to tackle a diverse array of challenges with agility and creativity. This not only enriches individual career trajectories but also enhances the collective capability of the IT team to adapt to evolving technological landscapes. Moreover, promoting diverse perspectives within the context of digital dexterity cultivates a culture of inclusive problem-solving. Digital dexterity serves as a catalyst for continuous improvement and innovation within the IT team, empowering its members to navigate complex technological environments while fostering a campus-wide culture of inclusivity and collaboration.

- **Goal: Digital Literacy Workshops:** Offer specialized workshops and training sessions aimed at improving digital literacy among faculty and staff members who may not have a background in IT.
    - **Core Business Capabilities: (OOS)**
    - **Key Stakeholders: (ITS, A&F)**
    - **Lead: (FSS)**

    Objectives
    - Microsoft Teams best practices
    - Event venue training and management
    - Basic computer skills, file management, email etiquette
    - Productivity software like Microsoft Office

- **Goal: Cross-Training Initiatives:** Facilitate cross-training opportunities within the ITS team to ensure that members have a broad understanding of various technologies and can collaborate effectively across different domains. This could involve job shadowing, mentorship programs, or rotational assignments.
    - **Core Business Capabilities: (OOS)**
    - **Key Stakeholders: (ITS)**
    - **Lead: (FSS)**

- **Goal: Outreach:** Establish vital bridges between the ITS department and various campus functional areas, fostering seamless communication and collaboration across the institution.
    - **Core Business Capabilities: (OOS)**
    - **Key Stakeholders: (FSS, A&F, OPS)**
    - **Lead: (PMO)**

    Objectives

- Ambassador / liaison program
- Administrative Assistants breakfasts
- Regular faculty outreach efforts focused on specific topics

Strategic Theme: Service and Teamwork

A strong culture of service and teamwork is essential for delivering exceptional IT solutions and support. By fostering a collaborative environment where every team member is empowered to contribute ideas and support others, we will enhance customer satisfaction and improve outcomes. Our focus on service excellence will ensure that the needs of our stakeholders are consistently met with professionalism and responsiveness.

- **Goal: Service Level Agreements (SLAs):** Define and communicate SLAs for responding to IT requests and resolving issues. Transparency regarding response times and expectations helps manage stakeholders' expectations and ensures accountability within the IT team.
  - **Core Business Capabilities: (OOS)**
  - **Key Stakeholders: (ITS)**
  - **Lead: (FSS)**

  Objectives
  - Establish official SLAs for each service in our catalog based on initial data from SDP
  - Communicate SLAs to campus

- **Goal: Professional Development:** Make the time and dedicate resources toward skilling up and developing ITS staff members.
  - **Core Business Capabilities: (OOS)**
  - **Key Stakeholders: (ITS)**
  - **Lead: (CIO)**

  Objectives
  - Soft skills training programs (like professionalism, customer service, emotional intelligence, and motivational interviewing)
  - Hard skills training programs like coding, software deep dives, etc.
  - Leadership Development opportunities for ITS team members in managerial or supervisory roles and those interested in such roles. Focus on developing skills like team management, strategic planning, and project management to lead digital transformation initiatives across the college

- **Goal: Process Review and Collaboration:** Conduct periodic reviews of team processes and workflows to identify inefficiencies and areas for improvement. Encourage team members to propose and implement changes collaboratively, fostering a culture of continuous improvement and adaptability.

- o **Core Business Capabilities:** **(OOS, SES)**
- o **Key Stakeholders:** **(ITS)**
- o **Lead:** **(PMO)**

Objectives

- Review loaner equipment inventory and procedures now that we are post COVID
- Review and establish card access policies and procedures
- Review schedule downtime / systems maintenance schedule
- Improve smart classroom request process

- **Goal: Technology and Service ownership:** Establish clear ownership of technology assets and services to make responsibility clear within ITS and the campus community.
  - o **Core Business Capabilities:** **(OOS, ASM)**
  - o **Key Stakeholders:** **(ITS)**
  - o **Lead:** **(FSS, EIS)**

Objectives

- Establish an owner for each service in our catalog
- Determine where ownership needs to be established
- Define ownership roles and responsibilities
- Document ownership guidelines
- Create ownership/service register (directory of owners)

- **Goal: Project Management and Resource allocation:** Centralize projects, streamline processes, enhance efficiency, and ensure the successful delivery of projects within scope, budget, and timeline. Implement robust project management methodologies and leverage advanced tools to optimize resource allocation, foster collaboration, and drive continuous improvement across all IT initiatives.
  - o **Core Business Capabilities:** **(OOS, ASM)**
  - o **Key Stakeholders:** **(ITS)**
  - o **Lead:** **(PMO)**

Objectives

- Centralize projects using project management platform
- Monitor and evaluate PMO performance
- Define Project management methodology
- Establish and standardize portfolio management processes
- Identify growth opportunities
- Increase outreach, communication and engagement efforts

Strategic Theme: Innovation

Innovation lies at the heart of our IT Strategic Plan. By employing data, analytics, AI, and IT governance, we will drive innovation, enhance educational experiences and digitally transform the institution. We can optimize operational efficiency, student engagement, and institutional effectiveness by leveraging data-driven insights and the strategic, ethical application of AI technologies. Implement a governance framework to ensure the ethical and responsible use of technology while safeguarding sensitive information. Collaborate with campus stakeholders to ensure technology initiatives align with academic goals and foster a culture of continuous improvement and digital transformation.

- **Goal: Hybrid Cloud Migration:** Target campus applications for cloud-based deployment to reduce IT infrastructure costs and improve scalability**.** Leverage the benefits of the cloud while maintaining control over sensitive data on-premises.
    - **Core Business Capabilities: (OOS, SES)**
    - **Key Stakeholders: (ITS, A&F)**
    - **Lead: (NSS)**

    Objectives
    - OneDrive (H: drives) and MS Teams (I: drives) Migration
    - High Performance Computing (HPC) functionality for research and classes

- **Goal: Implement IT/Data Governance:** Establish transparent procurement processes and criteria for evaluating IT investments based on cost-effectiveness, compatibility, and strategic alignment; while implementing a standardized system for prioritizing projects to ensure they meet the college's goals and resource capabilities.
    - **Core Business Capabilities: (OOS, SES)**
    - **Key Stakeholders: (DG)**
    - **Lead: (EIS, PMO)**

    Objectives
    - Review data governance policies (Remote Access, PCI, Classification etc.)
    - Inform data governance members of role and responsibilities (trustees, stewards, users etc.)
    - Develop IT/Data Governance Committee/Council
    - Implement electronic governance review process

- **Goal: Develop a comprehensive data management plan** encompassing centralization, governance, and definition to support data informed decision making. Identify key data sources across the college and establish centralized data storage and management protocols. Implement data governance frameworks to define roles and responsibilities and establish data ownership and stewardship.es, establish data ownership and stewardship. Clarify data definitions and standards, to ensure accuracy, integrity, and usability of institutional data.
    - **Core Business Capabilities: (OOS, ASM, ENR, SES)**

- o **Key Stakeholders:** (DG)
- o **Lead:** (EIS)

Objectives
- ▪ Identify data sources across campus functional area
- ▪ Create enterprise data dictionary
- ▪ Consolidate data into central destination (data warehouse)
- ▪ Create an interface to the data warehouse and widely train campus how to use it
- ▪ Create Golden Record and single Source of Truth.
- ▪ Create Data solutions to facilitate predictive/prescriptive analytics and data driven insights.

- **Goal: Create a GenAI (Generative AI) Enterprise Strategy**: Assess and prioritize potential AI applications across the college, focusing on low-risk, high-impact use cases, and invest in training programs to build AI literacy among IT staff and end-users. Develop ethical guidelines and governance mechanisms to ensure responsible AI use, fostering collaboration with campus and external partners to stay updated on AI advancements and identify opportunities for innovation and knowledge-sharing.
  - o **Core Business Capabilities:** (OOS, ASM, ENR, SES)
  - o **Key Stakeholders:** (A&F, ATG)
  - o **Lead:** (CIO)

Objectives
- ▪ Create GenAI collaboration group
- ▪ Define opportunities/approach
- ▪ Outline literacy programs
- ▪ Define Ethics guidelines
- ▪ Identify Role-based technologies/applications, create guide.
- ▪ Define academic strategies and opportunities.

Strategic Theme: Safety

The safety and security of our digital ecosystem are paramount. We are committed to implementing robust cybersecurity measures, safeguarding sensitive data, and promoting best practices to mitigate risks. Through proactive monitoring, threat intelligence, and user education, we will fortify our defenses against cyber threats and ensure the integrity and availability of our IT infrastructure.

- **Goal: Adopt a privacy-first approach:** Educate faculty, staff, and students about cybersecurity best practices through workshops, seminars, and awareness campaigns. Promoting good cybersecurity hygiene can help prevent data breaches, phishing attacks, and other security incidents that may disrupt college operations and compromise sensitive information.
  - o **Core Business Capabilities:** (OOS, SES)
  - o **Key Stakeholders:** (ITS, F&M, OPS)
  - o **Lead:** (NSS)

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Objectives

- Move away from standardized administrative access on CC-owned computers
- Implement mandatory cybersecurity awareness training program
- Develop awareness campaigns

- **Goal: Vulnerability Assessments:** Perform regular vulnerability assessments and penetration testing on the college's network and systems to identify and remediate potential security weaknesses before they can be exploited by attackers.
  - **Core Business Capabilities: (OOS, SES)**
  - **Key Stakeholders: (OCIT, IRM)**
  - **Lead: (NSS)**

  Objectives

    - Identify Assets
    - Conduct comprehensive risk assessment, identify vulnerabilities.
    - Conduct vulnerability scans of the campus infrastructure.
    - Perform periodic penetration testing
    - Perform Compliance assessment. Ensure infrastructure compliance.
    - Conduct periodic Vendor assessments

- **Goal: Incident Response Plan:** Develop and regularly update an incident response plan that outlines procedures for responding to security incidents such as data breaches, cyber-attacks, or physical security breaches. Ensure that all relevant staff are trained in their roles and responsibilities in an incident.
  - **Core Business Capabilities: (OOS)**
  - **Key Stakeholders: (OCIT, IRM)**
  - **Lead: (NSS)**

  Objectives

    - Develop Cyber Incident response plan
    - Inform key participants of roles and responsibilities
    - Share with risk management and cabinet
    - Conduct regular training exercises

- **Goal: Physical Security assessment and review:** Collaborate with campus stakeholders to enhance the security measures in place to protect campus facilities, assets, and occupants. Identify vulnerabilities, weaknesses, and areas for improvement in the existing security infrastructure and mitigate risks where possible.
  - **Core Business Capabilities: (OOS)**
  - **Key Stakeholders: (IRM, STL)**
  - **Lead: (FSS)**

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Objectives

- Ethical hacking engagement to test for card access vulnerabilities
- Bring stakeholders together to chart a future for card access and security cameras

Strategic Theme: Access and Experience

Access to technology resources is essential for empowering our community and promoting equity and inclusion. Additionally, ITS will ensure equitable availability of technological resources, empowering every student, faculty member, and staff member to seamlessly engage with digital tools and information. This involves not only maintaining robust networks and user-friendly interfaces but also streamlining and improving existing processes to enhance the student experience. Eliminate barriers and frustrations, allowing campus users to focus more on their educational pursuits.

- **Goal: Conduct an ERP Readiness Assessment:** Evaluate and prepare the institution for the potential transition to a new Enterprise Resource Planning (ERP) System. Assess existing systems, current processes, technical infrastructure, and functional requirements.
    - **Core Business Capabilities: (OOS, SES, ASM, ENR)**
    - **Key Stakeholders: (HR, F&M, EM, ADV, STL)**
    - **Lead: (CIO)**

    Objectives

    - Assess current state
    - Define stakeholder requirements
    - Pinpoint operational pain points
    - Develop cost-benefit analysis

- **Goal: User-friendly IT Infrastructure:** Continuously evaluate and optimize the college's IT infrastructure to ensure that it is user-friendly, reliable, and scalable. This includes investing in intuitive software solutions, upgrading infrastructure as needed.
    - **Core Business Capabilities: (OOS, SES)**
    - **Key Stakeholders: (STL, HR)**
    - **Lead: (FSS)**

    Objectives

    - Make printing easier to use and more reliable
    - Expand ticketing system (SDP) usage. Centralize ticket management across campus
    - Move to primarily soft-phones
    - Build a new method of remote access to support regular remote work
    - Build a classroom to support fully remote teaching

- **Goal: Accessibility Initiatives:** Ensure that IT services and resources are accessible to all members of the college community, including those with disabilities.

- o **Core Business Capabilities: (OOS, SES)**
- o **Key Stakeholders:**
- o **Lead: (FSS)**

Objectives

- Conduct accessibility audits of digital platforms
- Implement assistive technologies in partnership with Accessibility Resources Office
- Provide training on accessible design principles for ITS staff involved in website and application development.

- **Goal: Student Journey Mapping:** Improve student engagement by consolidating platforms. Prioritize student-centered design principles and leverage technology to enhance the overall student experience.
  - o **Core Business Capabilities: (SES, ENR)**
  - o **Key Stakeholders: (EM, M&C, ADV, STL)**
 - o **Lead: (EIS)**

Objectives

- Outline stages of the student journey
- Identify touchpoints for each phase of journey
- Identify UI/Platform engagements
- Identify data points (inputs/outputs)
- Review and assess workflows/processes
- Optimize student journey

- **Goal: Process Improvement and automation:** Streamlining administrative workflows and optimizing processes across functional areas through digitalization. Enhance efficiency and accuracy while reducing administrative burdens.
  - o **Core Business Capabilities: (OOS, ASM, ENR, SES)**
  - o **Key Stakeholders: (DT)**
  - o **Lead: (PMO)**

Objectives

- Survey functional areas for operational processes and workflows
- Catalog in LeanIX and map connections to applications/business capabilities
- Review and assess process inventory
- Prioritize process optimizations
- Outline automation/optimization schedules
- Work with HR on improving onboarding and offboarding processes

Visualization

The ITS Strategic Plan visualization integrates Strategic Pillars, Lenses, and Themes to support the college's core business capabilities: Enrollment, Advancement & Strategic Management, Student Experience & Success, and Organizational Operations & Support. The Strategic Pillars — Digital Equity & Inclusion, Sustainable Technology, Digital Wellness, and Transparent Communication — form the foundation, which are examined through the lenses of Student Centricity, Innovation, and Collaboration. Our Strategic Themes-Digital Dexterity, Service & Teamwork, Innovation, Safety and Access & Experience, operationalize these pillars and lenses. This visualization clearly illustrates how each element contributes to the college's goals, ensuring a comprehensive understanding of the strategic direction and the role of technology in achieving these objectives.
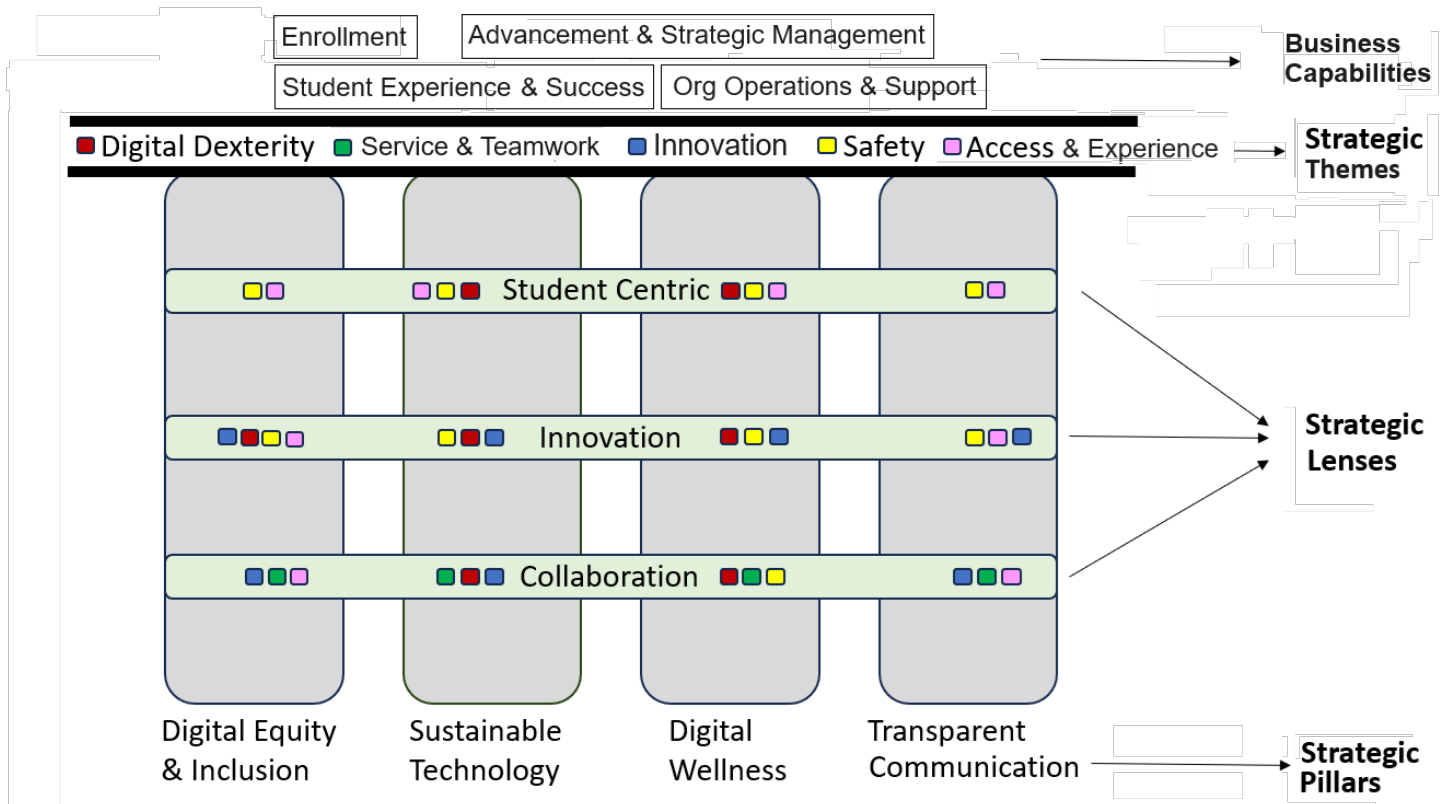
Next Steps

Now that the strategic vision is set and the campus community has provided valuable input, our focus will shift to translating these broad goals into actionable steps (the plan). This is where the project management and cross-functional teams (where applicable) come into play. Each team comprised of ITS staff and campus stakeholders will tackle a specific goal/objective.

These teams will dissect their assigned goal into measurable milestones, identifying the specific tasks required for success. Team members with relevant expertise will be assigned ownership of these tasks, and clear metrics will be established to track progress. This collaborative process ensures all stakeholders are invested in the plan's success, with clear ownership and measurable outcomes for each step along the way.

Once the goals have been dissected into measurable milestones, we will leverage our IT governance process to prioritize the objectives based on the scoring system and valuable insights from our stakeholders and ITS staff. The resulting prioritized list of objectives will guide resource allocation and project timelines.

Plan development will begin in late Q2 of 2024 and continue until all strategic goals are defined and mapped in our IT project portfolio, end of Q3 2024. The desired result will be a fully detailed project plan outlining milestones, tasks, resources, and timelines for each strategic theme/goal included in the plan.

Summary

This ITS Strategic Plan focuses on supporting Colorado College's core business capabilities through strategic pillars, lenses and themes. These elements collectively support the college's goals in enrollment, student experience and success, organizational operations and collectively support the college's goals in enrollment, student experience and success, organizational operations and support, and advancement and strategic management.

By leveraging data and AI, upgrading IT infrastructure, and enhancing IT services, the ITS department aims to support recruitment, student experiences, administrative processes, and strategic planning and advancement efforts. This plan ensures that IT initiatives align with the college's broader objectives while fostering a supportive and innovative academic environment.