UNIVERSITY OF **DENVER**

INFORMATION TECHNOLOGY
STRATEGIC PLAN

FY 2025 - FY 2027

A LETTER FROM THE CIO

We're thrilled to be able to share with you the Information Technology Strategic Plan for the University of Denver. We would first like to acknowledge and add appreciation for all IT employees who served on the Strategic Planning and Roadmap Committee. This IT-led Strategy Planning committee engaged with campus-wide partners and aimed to include diverse perspectives across stakeholders and within IT; working closely with the different colleges and divisions across the community for whom we serve and support.

With their assistance, we were able to design an IT Strategy that will act as a set of guiding principles through strategic objectives, capabilities, actions, and initiatives to light the way from our current state towards the future ahead, advancing a shared and aligned vision with the needs of key stakeholders and the University's strategic priorities.

Rohini Ananthakrishnan
Interim Vice Chancellor and CIO
Information Technology

DU IT VISION, MISSION, AND VALUES

IT Vision

University of Denver Information Technology commits to fostering a community of inclusive excellence through strategic leadership and service of the highest quality.

IT Mission

Information Technology provides innovative and sustainable technologies through strategic partnerships and community engagement to advance the University of Denver's commitment to the greater good. We are dedicated and focused on outstanding customer service, collaboration, and unsurpassed diversity and inclusivity at all levels.

IT Values

ITV1. **S**trive for undaunted integrity and ethics throughout the technology paradigm

ITV2. **E**nsure student success through engagement and creative use of information technology

ITV3. **R**epresent and deliver inclusive excellence through the advancement of accessible and equitable technology solutions

ITV4. **V**alue-deliver excellence through establishment of inclusive talent development

ITV5. **E**levate technology innovation to enable research, teaching and learning

IT STRATEGIC PLAN SUMMARY

FY2025 - FY2027

Strategic Objectives	Strategic Capabilities	University Strategic Imperative Alignment	DU Forward Goal Alignment	Strategic Actions	Key Dependencies and Risks
Community Experience	Elevate community engagement, support, and service	Create a unique global, holistic, '4D' student experience	Increase differentiation from other universities (Fully deploy the 4D with the 2-campus approach to drive student demand)	▪ Elevate community experience through user-centric and streamlined technology services ▪ Increase literacy around utilization of technology for teaching, learning, and research	▪ Funding and resource availability ▪ Leadership championship and support ▪ Change management (cultural, strategic, and political) ▪ Shared governance ▪ Community partnerships, engagement, and adoption
Data Driven Culture	Enable informed decision making	Ensure a bold, enduring future for the next generation through our financial, reputational, and operational processes	Strengthen core operations (Drive operational excellence by delivering high-quality services)	▪ Develop and maintain a robust infrastructure for data collection, storage, classification and analysis	
Operational Excellence	Drive operational efficiency by modernizing and streamlining technology	Ensure a bold, enduring future for the next generation through our financial, reputational, and operational practices	Strengthen core operations (Drive operational excellence by delivering high-quality services)	▪ Establish and maintain IT governance, vendor management and operational excellence across all technology services ▪ Consolidate and modernize DU's technology ecosystem to reduce operating costs for the University ▪ Maintain operational stability through sustained enhancement of existing infrastructure, applications, information security measures, data management, and customer services	

Key Dependencies and Risks

▪ Funding and resource availability
▪ Leadership championship and support
▪ Change management (cultural, strategic, and political)
▪ Shared governance
▪ Community partnerships, engagement, and adoption

Success Factors

▪ Increase adoption of existing technology
▪ Increase community satisfaction and experience
▪ Increase number of Digital Literacy initiatives

▪ Enhance access to data for decision making

▪ Reduce number of redundant and siloed software
▪ Reduce top repetitive requests for IT support

▪ Increase the number of emerging technology offerings for teaching, learning and research

▪ Decrease mean time to detect and respond to a security incident
▪ Decrease cybersecurity risk exposure

Strategic Objectives	Strategic Capabilities	University Strategic Imperative Alignment	DU Forward Goal Alignment	Strategic Actions
Social Responsibility	Be the lighthouse of social consciousness by championing technology for the greater good	Cultivate an exceptionally diverse, inclusive, equitable, and welcoming community	Strengthen core operations (Invest in belonging and inclusion for a broadly diverse community)	▪ Promote ethical, inclusive, and equitable practices (people, processes and technology)
Technology Innovation	Lead cutting-edge and cloud smart technology implementations across campus	Define and model a global, engaged research university Ensure academic excellence with a signature portfolio of academic programs and relentless pursuit of quality	Assure academic and research excellence (All strategies)	▪ Explore and integrate AI within administrative, teaching, learning, and research functions ▪ Build scalable, intentional cloud smart strategy
Secure by Design	Extend security framework to prevent, detect, respond, and manage threats across the University	Ensure a bold, enduring future for the next generation through our financial, reputational, and operational processes	Strengthen core operations (Drive operational excellence by delivering high-quality services)	▪ Manage the University's cyber footprint and build resilience ▪ Define robust information security policy and governance

COMMUNITY EXPERIENCE

Elevate community engagement, support, and service

Our aim is to enhance community engagement, support, and service through technology and education, and improve the community experience by developing and refining support workflows and procedures, creating an integrated digital experience.

To do this we are dedicated to increasing the use of technology for teaching, learning, and research by developing onboarding practices and training workflows for new faculty, staff, and students, and by providing pedagogically sound training for end users.

Strategic Action 1.1
Elevate community experience through user-centric and streamlined technology and services
- Implement student success CRM
- Consolidate applications and services to provide a more streamlined user experience
- Create an intergrated digital experience for 4D

- Improve digital wayfinding capabilities including digital signage and mobile app features
- Implement software needed to create one University Events Calendar for both internal and external DU constituents

Strategic Action 1.2
Increase literacy around utilization of technology for teaching, learning, and research
- Develop extensive onboarding practices and training workflows for new faculty, staff, and students
- Develop pedagogically sound training for end users that promotes self-learning
- Provide digital literacy initiatives as a collective effort to educate faculty, staff, and students to ethically utilize technologies as a way of thinking, communicating, information sharing, and learning

Data-driven decision-making is a powerful tool that can revolutionize higher education. By leveraging institutional data, it enables informed choices aligned with overall business and educational goals, leading to greater transparency, accountability, and revenue growth.

To enable informed decision-making within IT and across campus, we must implement an enterprise strategy for data management. This strategic objective includes developing and maintaining a robust infrastructure for data collection, storage, classification, and analysis.

Leveraging on-premises and cloud-based technologies, as well as artificial intelligence, we will provide a scalable data reporting solution that offers both a unified view and advanced analytics capabilities.

Strategic Action 2.1

Develop and maintain a robust infrastructure for data collection, storage, classification and analysis.

- Implement a data lake cloud infrastructure to include innovative technologies, such as AI
- Implement a scalable data reporting solution for unified view and advanced analytics
- Create training sessions to improve literacy around data management

DATA-DRIVEN CULTURE

Enable informed decision-making

To realize the Operational Excellence strategic initiative, we aim to establish and maintain an IT governance strategy, consolidate and modernize DU's software ecosystem, refine IT vendor management processes, and broaden the training and application of Lean Six Sigma to encompass all IT services.

Strategic Action 3.1

Establish and maintain IT governance, vendor managment, and operational excellence across all IT services

- Align technology procurement and projects to IT strategy and University strategic imperatives through establishment of an IT governance framework
- Develop sustainable processes and external vendor relationships to support capital projects and learning space initiatives for multiple teaching and learning modalities
- Implement a shared services and support model for du.edu and associated web properties

Strategic Action 3.2

Consolidate and modernize DU's technology ecosystem to reduce operating costs for the University

- Evaluate and conslidate existing student services (CRM-like) and marketing solutions into Salesforce
- Implement a scalable storage solution in support of research, teaching, learning, and business operation needs
- Implement Teams Telephony to replace Cisco phone systems including desk phones

Strategic Action 3.3

Maintain operational stability through sustained enhancement of current infrastructure, applications, information security measures, data management, and customer services

Strategic Objective 3

OPERATIONAL EXCELLENCE

Drive operational efficiency by modernizing and streamlining technology

SOCIAL RESPONSIBILITY

Be the lighthouse of social consciousness by championing technology for the greater good.

Our IT strategic plan is guided by the principle of social responsibility, which means using technology for the greater good of society and the environment. We aspire to be the lighthouse of social consciousness by leading the way in sustainable and ethical technology practices.

Our efforts will be anchored in promoting ethical, inclusive and equitable practices in our people, processes and technology. This includes engaging with our internal and external community through establishing policies and procedures for accessible and assistive technologies and ensuring the ethical use of AI technology in collaboration with campus stakeholders.

Strategic Action 4.1

Promote ethical, inclusive and equitable practices (people, processes and technology)
- Establish policies and procedures for procurement of accessible and assistive technologies
- Establish governance and policy to ensure ethical use of technology

TECHNOLOGY INNOVATION

Lead cutting-edge smart technology implementation across campus

We endeavor to lead the way in implementing cutting-edge smart technology across campus by integrating AI within administrative, teaching, learning, and research functions of our institution. We will focus on implementing Microsoft Copilot to support GenAI use-cases, evaluating and implementing the current artificial intelligence capabilities within existing technology, and exploring virtual and augmented reality to enhance teaching and learning.

This cloud-smart strategy includes completing a cloud assessment by engaging leading providers, migrating infrastructure to cloud where feasible, and expanding performance computing offerings for research.

Strategic Action 5.1
Explore and integrate AI within administrative, teaching, learning, and research functions
- Implement Microsoft Copilot to support Generative AI use-cases
- Evaluate and implement the current AI capabilities within existing technology
- Integrate AI powered voice assistant technologies such as Alexa to create a smart campus
- Increase access to digital technologies in the classroom for more interactive, interconnected, effective and efficient teaching and learning methods

Strategic Action 5.2
Build scalable, intentional cloud smart strategy
- Complete cloud assessment by engaging leading providers, such as AWS, Oracle, Microsoft and GCP and migrate infrastructure to cloud where feasible
- Assess migration of on-premise Banner ERP to IaaS
- Expand cloud and on-premise high performance computing offerings for research

SECURE BY DESIGN

Extend the security framework to prevent, detect, respond, and manage threats across the University

Secure by Design means ensuring the highest level of security and privacy for our data, systems, and users. To realize this initiative, we will implement robust information security policies and governance that cover all aspects of cybersecurity. We will be socializing the importance of cybersecurity by launching awareness campaigns via various channels, such as DU social media, posters, and email campaigns. By educating our community about the latest cyber threats and preventive measures, we will encourage them to adopt best practices for security hygiene.

We are working to implement cutting-edge security technologies that enhance our security posture and capabilities. We will also implement a 'Smart Access' Security Framework, which assumes that no user or device is trustworthy by default, and requires verification and authorization for every access request.

Strategic Action 6.1
Manage the University's cyber footprint and build resilience
- Deploy advanced cybersecurity solutions like GenAI Monitor and Detection to establish robust security and privacy protocols, enforce policies, and facilitate continuous monitoring
- Enhance identity infrastructure based on the recommendations from the IAM assessment
- Streamline processes and technology to facilitate rapid response to potential cybersecurity risks to DU's network, infrastructure, and endpoints

Strategic Action 6.2
Define robust information security policy and governance
- Develop comprehensive cybersecurity policies covering data protection, access controls, incident response, and compliance standards
- Launch cybersecurity awareness campaigns via DU social media, posters, and other outlets to inform our community about the latest cyber threats and preventive measures
- Establish the Cybersecurity Steering Committee

MOVING FORWARD

Moving forward, we will harness the power of technology to enable our organization to achieve its vision and mission. We will implement technology solutions that improve our service delivery, customer satisfaction, and operational excellence. We will also strengthen our IT resilience and risk management, and cultivate a high-performance Information Technology team.

Information Technology
UNIVERSITY OF DENVER