LEWIS AND CLARK INFORMATION TECHNOLOGY PLAN
FY 2027

Contents

*L&C's **mission** is to empower people by raising aspirations and fostering achievement through dynamic, compassionate and responsible learning experiences.*

Letter from the Chief Data and Technology Officer

Information technology is a critical part of nearly every function at Lewis and Clark Community College. It shapes how students apply, register, learn, and receive services. It supports how faculty teach, how staff complete their work, and how leadership leverages data to make strategic decisions. When technology works well, it is seamless and invisible. When it does not, the entire institution feels the impact immediately.

Over the past year, our team navigated significant operational challenges, most notably in frontline staffing. Turnover and vacancies required our senior technical staff to step away from long-term strategic initiatives to cover daily support tickets and immediate campus needs. Consequently, some FY26 goals did not progress at the pace we intended. We intentionally deferred projects where the immediate resource investment outweighed the short-term benefit, while other initiatives made strong foundational progress but require additional effort to enter active use. While these resource constraints naturally limited our ability to move projects, the department successfully protected and maintained core campus operational stability.

Despite these challenges, the IT team delivered major wins this year. We aggressively pursued budget efficiency through key cost-saving transitions, including migrating from a legacy analytics platform to a modern business intelligence tool, replacing our emergency E911 system, replacing our academic scheduling platform, and evaluating modern replacements for our student recruitment system. Simultaneously, we improved frontline service delivery by establishing a tiered IT support model and transitioning our Helpdesk phone lines to a modern cloud contact center platform, all while advancing campus data transparency, cybersecurity maturity, and unified project tracking.

This FY27 strategic plan is built to continue that momentum and align our work with the college's Key Directions. This is more than a technology roadmap. It is a structural foundation that enables enrollment growth, student retention, academic innovation, and operational efficiency across LC.

Of course, this document does not capture every daily responsibility of our team. Much of our most critical work happens behind the scenes through routine maintenance, upgrades, troubleshooting, and daily support tickets. Instead, this plan explicitly identifies our highest-level strategic priorities for the coming year.

Our focus for FY27 is aligning our capacity with institutional priorities, establishing stronger mechanisms to manage incoming demand, continuing to harden our infrastructure, and finishing the work that matters most to L&C. We have a substantial amount of work ahead of us, but we are building from a position of real progress, clear data, and invaluable lessons learned.

Ron Wall

Chief Data and Technology Officer

Department Foundations

IT Mission Statement

Our mission is to empower LC with innovative, effective, and reliable technology solutions that enhance our student experience, simplify administrative processes, and support the college's overall growth and success. We are committed to providing secure, efficient, and user-friendly IT services that meet the evolving needs of team members and students. By aligning our efforts with the college's strategic plan, we aim to drive excellence in learning, teaching, and administration, ensuring that LC remains at the forefront of technology excellence.

IT Vision

Our vision is to be a leading college IT department, known for our exceptional service, innovation, and unwavering effectiveness. We aspire to create a transformative and inspiring environment where technology enables every member of our community to achieve their fullest potential.

Long-Term Strategic Pillars

The long-term IT strategic pillars outlined below form the foundation of our IT decision-making.

1. Budget Efficiency: We will optimize our budget to maximize resource value through regular expenditure reviews, cost-benefit analyses, and the adoption of cost-saving technologies.

2. IT Governance: We will establish clear policies, procedures, and frameworks to guide decision-making, risk management, and compliance. This ensures all IT initiatives align with institutional objectives and regulatory requirements.

3. Data Governance: We will develop and enforce policies that promote data quality, security, and privacy. This includes implementing robust management practices to ensure data integrity and foster a culture of data stewardship across the college

4. Cybersecurity: We will enhance our security posture against evolving threats by adopting advanced technologies, conducting regular assessments, and providing ongoing training for team members.

5. Continuous Learning and Development: Prioritizing team development to stay ahead of technological advancements like artificial intelligence.

6. Competitive Technology Adoption: We will explore and adopt innovative technology solutions to drive efficiency, enhance user experiences, and support the college's strategic goals.

7. Service Excellence: We will deliver exceptional, reliable support to our internal and external stakeholders by improving response times and enhancing service processes to build trust with our users.

8. Documentation: We will make procedural documentation integral to every task, ensuring all processes are well-documented and accessible to improve operational efficiency and knowledge sharing.

9. Institutional Partnership and Strategic Alignment: IT will partner with departments and Key Direction teams to help ensure the successful implementation of the college's strategic goals.

What is Key Direction 4 (KD4)?

Key Direction 4 focuses on investing in data and technology transformation. While this document is written as the IT Strategic Plan, it also serves as the primary roadmap for KD4.

KD4 is unique because IT does not operate independently. We are a foundational support structure, and nearly every core process at the college relies on our technology infrastructure. Because of this, KD4 operates in a continuous dual role:

- **Internal IT Modernization:** The critical, behind-the-scenes work required to keep the college secure and stable. This includes hardening our cybersecurity posture, upgrading aging infrastructure, managing data governance, and reducing technical debt.
- **Campus-Wide Partnership:** The collaborative work required to help other functional areas achieve their goals. This includes building core system integrations, automating manual institutional workflows, deploying enterprise application platforms, and providing daily end-user support.

Ultimately, our success is measured in two ways: how reliably and securely we maintain the college's core systems, and how effectively we enable every other department to do its work.

KD4 Partnership Model

In FY27, IT will work more intentionally with other KD teams to identify technology and data needs earlier in the planning process. This includes projects where IT is not the owner of the institutional outcome but is essential to implementation.

Examples include:

- Alumni CRM implementation, which will require significant IT time, data coordination, implementation support, integrations, user support, governance, and ongoing maintenance. (Goal 3)
- Enrollment technology support, including evaluating and replacing Ellucian Recruit, Common App support, enrollment dashboards, and CRM-related workflows. (Goal 9)

- Data dashboards and reporting to support strategic planning and board updates. (Goal 2)
- Digital forms and workflow improvements that support HR, finance, student services, academic affairs, and other departments. (Goal 8)
- AI, documentation, and knowledge management tools that support institutional efficiency. (Goal 6, and 7)

Ground-Level Execution: Trailblazer Tech Talks

IT relies on Trailblazer Tech Talks, introduced in FY26, to provide informal opportunities for departments to discuss challenges, processes, and technology needs directly with IT leadership. These conversations focus heavily on listening and relationship building.

Unlike traditional helpdesk support requests, Trailblazer Tech Talks allow us to gain a deep understanding of departmental operations, identify opportunities for innovation, and resolve technical friction before challenges become larger institutional issues. Due to the immense value these sessions have already demonstrated, Trailblazer Tech Talks will continue as an ongoing business practice in FY27.

Institutional Impact Case Study

"I wanted to thank you all for meeting with us for Tech Talk and finding a fix to saving all of our registration cards to PDFs one at a time. With the fix we worked through in the meeting, it will save me weeks of work. The process of mail merging 2,300+ records to PDF registration cards takes several hours now compared to weeks. I cannot thank you enough." — LC Staff Participant Feedback

This single outcome highlights the broader vision for KD4. IT is not merely a utility provider that fixes hardware. We are a strategic partner that enables college staff to eliminate inefficiencies, reclaim weeks of capacity, and refocus their energy entirely on student success.

The goal of this partnership model is not for IT to own every institutional project. The goal is to ensure that technology-dependent projects are realistically identified, prioritized, staffed, and supported.

Current Operational Environment

IT demand severely exceeds available capacity, directly limiting the pace of new initiatives.

The FY27 plan is shaped by five operational realities:

- **Front-Line Staffing Constraints:** High Helpdesk turnover frequently forces senior staff to handle front-line tickets, stalling strategic projects.
- **Understaffed Infrastructure Support:** A team of two individuals maintains nearly 100 servers, manages the campus network, supports major projects, and supports cybersecurity efforts.
- **Substantial Project Backlog:** IT is managing 46 active projects, with 115 additional projects planned, on hold, or under review as of July 1, 2026
- **Growing Cyber Threats:** Escalating security threats demand an increasing amount of staff time to monitor and mitigate.
- **Single-Person Dependencies:** Critical systems rely heavily on localized, specialized knowledge, creating severe operational continuity risks.

Operational Assumption: IT must sustain daily operations while advancing institutional goals. Doing so requires stricter prioritization, stronger governance, and realistic expectations regarding capacity.

FY26 Reflection

FY26 was a foundational year that established the structures needed for effective execution in FY27.

What Worked Well

- **Budget Efficiency:** Reduced recurring costs by transitioning from a legacy data analytics platform to a modern business intelligence tool, replacing an outdated emergency E911 system, and planning to transition away from our student recruitment systems.

- **Data Transparency & Governance:** Launched the Data Insights webpage for centralized dashboards. Formally established the Data Governance Committee and assigned Data Stewards across enrollment, financial aid, finance, HR, and academic affairs.
- **Service Excellence:** Implemented a tiered computer support model, clarified escalation paths, adopted Five9 for the Helpdesk, and generated over 25 standard operating procedures (SOPs).
- **Project Tracking:** Unified project management by adopting Smartsheet, replacing fragmented tracking across emails and individual notes.

Gaps to Address in FY27

- **Operationalizing Data Governance:** The Data Governance Committee must transition from foundational setup into active, regular use that directly informs leadership decisions.
- **Launching Project Governance:** While project tracking is 80% established via Smartsheet, the formal IT Project Governance Committee has not yet been formed. FY27 must shift the focus from merely tracking projects to actively prioritizing them.
- **Maturing AI Adoption:** Following the creation of an AI policy and initial Copilot training in FY26, FY27 must move the campus from basic awareness to practical, supported use cases.
- **Strategic Deferrals:** IT successfully applied governance principles to defer a unified meeting platform migration after data showed faculty heavily favor Zoom while staff favor Teams. This proved the value of governance: not every project should move forward just because nominal savings are possible.

FY27 Focus Areas:

- Fewer disconnected initiatives and stronger alignment with the college's strategic plan.
- Highly realistic project prioritization based on visible workload tradeoffs.
- Transitioning both Data and IT Project governance into active, institutional use.
- Practical AI adoption and clear boundaries regarding what IT can support with existing resource levels.

Goals for FY27

Goal 1: Strengthen IT Governance and Portfolio Management

Strategically Aligned with Pillar 2 – IT Governance

In FY27, IT will operationalize a practical, transparent governance framework designed to reduce redundant spending, mitigate security risks, manage staff capacity, and align all technology initiatives with institutional priorities.

While FY26 established project tracking foundations within Smartsheet, formal governance mechanisms remain incomplete. Transitioning from foundational setup to institutional adoption will directly address historical vulnerabilities, including inconsistent technical standards, resource inefficiencies, and uncoordinated technology spending.

Action Items:

- **Establish Governance Leadership:** Formally launch the IT Project Governance Committee.
- **Standardize Project Intake:** Finalize, publish, and enforce a formalized IT project intake process.
- **Centralize Portfolio Visibility:** Maintain Smartsheet as the single institutional source of truth for IT project tracking and status reporting.
- **Optimize Procurement Review:** Evaluate all new technology purchases for cybersecurity compliance, system compatibility, long-term supportability, and cost-efficiency.
- **Define Prioritization Criteria:** Score and prioritize project requests based on institutional impact, risk mitigation, urgency, resource capacity, and strategic alignment.
- **Deliver Executive Reporting:** Provide regular, structured project status and portfolio updates to leadership.
- **Manage Portfolio Scope:** Actively audit active and pending projects to pause, defer, delegate, or descope initiatives that exceed capacity or lack alignment.

Key Performance Indicators (KPIs)

- **Intake Compliance:** Percentage of new IT projects submitted through the approved intake process.
- **Strategic Alignment:** Percentage of major IT projects explicitly mapped to an institutional Key Direction.
- **Governance Oversight:** Total number of projects reviewed and prioritized by the IT Project Governance Committee.

- **Demand Management:** Measurable reduction in unplanned, ad-hoc, or undocumented technology implementation requests.

Goal 2: Advance Data Governance and Data-Informed Decision-Making

Strategically Aligned with Pillar 3 – Data Governance

Following the establishment of the Data Governance Committee and its formal charter in FY26 and the full platform migration from Pyramid Analytics to Power BI, FY27 will focus on operationalizing these structures. The objective is to mature from a foundational setup to active institutional use, enhancing data trust, consistency, and utility across the college to drive strategic leadership decisions.

Action Items

- **Operationalize Governance:** Maintain a regular schedule for Data Governance Committee meetings and executive data review sessions with senior leadership.
- **Standardize Data Dictionary:** Expand, maintain, and publish institutional data definitions to ensure a single source of truth.
- **Empower Data Stewards:** Leverage designated Data Stewards to clarify data ownership, define enrollment-related metrics, and standardize reporting interpretation.
- **Support Strategic Planning:** Partner with strategic initiative teams to define key metrics, expand high-value dashboards, and develop a centralized Data Insights Workbook planning resource.
- **Optimize Enrollment Reporting:** Enhance enrollment dashboards while ensuring data governance oversight over all enrollment definitions and metrics.

Key Performance Indicators (KPIs)

- **Governance Engagement:** Total number of formal Data Governance Committee meetings executed.
- **Data Maturity:** Total number of institutional data definitions created, reviewed, or updated in the central repository.
- **Executive Alignment:** Total number of structured leadership data review and trend analysis discussions completed.
- **Data Quality Resolution:** Total number of data integrity, entry, or system mapping issues formally reviewed and resolved by the Data Governance Committee.

Goal 3: Support the College Strategic Plan Through Cross-KD Partnership

Strategically Aligned with Pillar 9 – Institutional Partnership & Strategic Alignment

In FY27, IT transitions cross-functional collaboration from an open opportunity to an explicit strategic goal. IT serves as the core technology and data partner for the entire institutional strategic plan. By embedding IT early into cross-departmental (Key Direction) initiatives, the college will accurately define project scopes, estimate resource requirements, mitigate technical risks, and align institutional workloads. This approach ensures that non-IT-owned projects requiring substantial technical resources are properly planned and prioritized before implementation begins.

Strategic Framework: The Alumni CRM Implementation Model

The Alumni CRM implementation serves as an example blueprint for future cross-KD initiatives. While driven by advancement outcomes, its success depends on early, structured IT involvement across multiple technical domains:

Integration & Architecture	**Security & Data Management**	**Support & Lifecycle**
• System Configuration • Core Integrations • Custom Automation	• Data Migration • Security & Access Controls • Data Governance Review	• User Training & Support • Vendor Coordination • Long-Term Ownership

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Target Cross-KD Support Areas

- **Enrollment Management:** Ellucian Recruit replacement evaluation, and Common App support.
- **Institutional Reporting:** Enrollment, academic program, and executive/board-level data dashboards.
- **Business Process Modernization:** HR digital forms and cross-departmental workflow automation.
- **Emerging Technology:** Campus-wide AI deployment and knowledge management support.

Action Items

- **Proactive Engagement:** Meet with KD champions early in the planning cycle to identify and map IT requirements for all technology-dependent FY27 initiatives.
- **Technical Risk Assessment:** Subject all cross-KD initiatives to formal cybersecurity, compliance, and data governance reviews before procurement or kickoff.
- **Capacity Estimation:** Build realistic IT labor and infrastructure effort estimates directly into institutional project plans.
- **Governance Integration:** Route cross-KD technology requests through the established IT governance process to manage capacity tradeoffs transparently.
- **Reporting:** Provide leadership with regular status updates regarding active cross-KD IT resource commitments.

Key Performance Indicators (KPIs)

- **Pre-Implementation Review Rate:** Percentage of major technology-dependent KD initiatives formally reviewed by IT before execution begins.
- **Portfolio Integration:** Total number of cross-KD projects formally managed within the IT project portfolio.
- **Project Documentation Maturity:** Total number of cross-KD projects with a clearly documented scope, business owner, timeline, and long-term support model.
- **Portfolio Progression:** Total number of cross-KD projects successfully completed, advanced, or strategically deferred.

Goal 4: Strengthen Cybersecurity, Compliance, and Risk Management

Strategically Aligned with Pillar 4 – Cybersecurity

In FY27, IT will transition from compliance completion to an ongoing, risk-based cybersecurity maturity model. Building on the foundations established in FY26, including the formalization of the Information Security Program, adoption of the NIST Cybersecurity Framework (CSF) 2.0 for Gramm-Leach-Bliley Act (GLBA) compliance, and the initial institutional risk assessment, this goal ensures that cybersecurity remains a measurable, continuous defensive process.

Action Items

- **Mature the Security Program:** Continuously advance the Information Security Program and complete mandatory annual GLBA compliance and third-party security assessments.

- **Expand Identity Management:** Broaden Multi-Factor Authentication (MFA) coverage across remaining public and student-facing systems, and update institutional password complexity standards.
- **Remediate Identified Risks:** Maintain the institutional risk register through regular reviews, remediation planning, and structured access control audits.
- **Sustain Awareness:** Execute ongoing, campus-wide cybersecurity awareness and training initiatives.

Key Performance Indicators (KPIs)

- **MFA Saturation:** Percentage of critical institutional systems actively protected by Multi-Factor Authentication.
- **Risk Mitigation:** Total number of identified risk register vulnerabilities successfully remediated or mitigated.
- **Compliance Validation:** On-time completion of both the annual GLBA review and the independent third-party assessment.

Goal 5: Modernize Infrastructure to Reduce Technical Debt

Strategically Aligned with Pillar 6 – Competitive Technology Adoption

The college must transition away from unsupported, aging systems to ensure long-term reliability, operational continuity, and security. While infrastructure modernization is often behind the scenes, it is critical to reducing technical debt (the compounding cost of maintaining outdated platforms).

The focus for FY27 is mitigating institutional risk, improving supportability, and reclaiming IT staff time currently spent maintaining legacy environments. Specifically, IT must remediate 11 remaining vulnerable environments by migrating or retiring six active, unsupported servers, along with five additional systems reaching end-of-support in January 2027.

Action Items

- **Remediate Legacy Servers:** Retire or migrate all remaining unsupported servers and complete full migration planning for systems losing support in January 2027.
- **Modernize Core Architecture:** Advance the modernization of core virtualization infrastructure to improve overall system stability and performance.
- **Decommission WebAdvisor:** Systematically eliminate legacy WebAdvisor dependencies by documenting remaining processes and partnering with affected departments to transition to modern platforms.
- **Phase Out Legacy Storage:** Develop and execute a structured plan to discontinue legacy network home drives in favor of modern cloud storage alternatives.

- **Reduce Public Exposure:** Identify and isolate legacy or unsupported platforms to minimize the college's public-facing cyber-attack surface.
- **Standardize Infrastructure Documentation:** Enhance and centralize technical documentation and standard operating procedures (SOPs) for critical infrastructure and services.

Key Performance Indicators (KPIs)

- **Server Remediation:** Total number of legacy or unsupported servers successfully retired, upgraded, or migrated.
- **Attack Surface Minimization:** Measurable reduction in public-facing network systems operating without current vendor security support.
- **WebAdvisor Decommissioning:** Total number of legacy WebAdvisor dependencies successfully removed or re-engineered.
- **Storage Modernization:** Completion and milestone delivery of the home drive discontinuation plan.

Goal 6: Reduce Information Silos and Protect Institutional Knowledge

Strategically Aligned with Pillar 8 – Documentation

Lewis and Clark will establish a centralized, searchable, and sustainable knowledge management system to reduce information silos and preserve critical institutional intelligence. Currently, procedural knowledge remains fragmented across decentralized personal files, emails, and shared network drives, creating significant operational risks during employee transitions and onboarding.

Action Items

- **Deploy Platform Infrastructure:** Finalize the technical implementation of CanyonGBS as the college's unified knowledge management system.
- **Phase-One Departmental Scoping:** Identify and audit priority functional areas, high-impact business processes, and critical documentation domains for the initial rollout phase.
- **Enforce Lifecycle Ownership:** Assign clear departmental content owners and establish review intervals to ensure long-term data accuracy and relevance.

Key Performance Indicators (KPIs)

- **Implementation Milestones:** On-time delivery and configuration status of the core CanyonGBS knowledge platform.
- **Repository Growth:** Total volume of finalized knowledge articles, standard operating procedures, and training tracks successfully published.
- **Data Stewardship:** Total number of designated department-level content owners actively managing their respective repositories.

Goal 7: Establish Direction for Responsible AI Adoption

Strategically Aligned with Pillar 5 & 6 – Continuous Learning and Development & Competitive Technology Adoption

Following the initial development of the institutional AI policy and public-facing guidance by the AI working team, the campus culture has shifted toward more exploration of AI to enhance teaching, productivity, and administrative decision-making.

Because the emerging AI landscape presents varying campus-wide expectations alongside complex data privacy, security, and accessibility challenges, FY27 will focus on establishing a structured, responsible adoption framework. Rather than deploying technology reactively, the college will balance innovation with human oversight. Concurrently, IT will conduct an institutional needs assessment to determine the optimal long-term support model for AI training and integration, evaluating whether to leverage a dedicated staff position, specialized contractual support, or alternative institutional structures.

Action Items

- **Deliver Structured Training:** Provide formalized, practical AI guidance and technical training modules across campus departments.
- **Pilot Functional Use Cases:** Identify, evaluate, and document high-value, secure AI use cases that directly optimize college operations and instruction.
- **Assess Support Infrastructure:** Evaluate institutional models for long-term AI integration, development, and user support.
- **Formulate Personnel Recommendations:** Complete a cost-benefit analysis regarding the need for dedicated internal AI staffing versus external contractual support.
- **Monitor Risk and Compliance:** Continuously audit campus adoption patterns, data security liabilities, and emerging technical support requirements.
- **Define Next-Phase Strategy:** Develop and deliver a formalized roadmap and recommendations for the next phase of institutional AI maturity at the college.

Key Performance Indicators (KPIs)

- **Educational Outreach:** Total number of formalized AI training, compliance, and guidance sessions executed.
- **Campus Engagement:** Total employee participation counts across AI professional development tracks.
- **Innovation Velocity:** Total number of practical AI use cases formally identified, vetted, or actively piloted.
- **Strategic Delivery:** Completion and submission of the long-term AI staffing and operational support model recommendation.
- **Resource Maturity:** Total volume of institutional AI compliance guidelines, documentation, and technical resources published or updated.

Goal 8: Improve Operational Efficiency Through Digital Forms and Workflow Modernization

Strategically Aligned with Pillar 6 – Competitive Technology Adoption

To reduce administrative delays, data transcription errors, and uncoordinated recordkeeping, IT will prioritize migrating manual and paper-based workflows to secure digital solutions.

Building on the foundations established in FY26, which successfully converted 35 legacy processes from paper, PDFs, and unsupported Google Forms, FY27 will target high-volume, high-friction institutional workflows. A primary operational focus will be partnering with Human Resources to execute a modernization roadmap that digitizes more than 20 HR forms. This targeted effort will directly enhance data security, simplify tracking, and optimize employee onboarding and long-term records management.

Action Items

- **Execute HR Digitization Roadmap:** Prioritize, design, and deploy the targeted inventory of critical Human Resources forms.
- **Identify High-Friction Workflows:** Audit and prioritize additional high-volume, cross-departmental manual processes for digital transformation.
- **Standardize Form Architecture:** Define campus-wide development standards for digital forms to ensure consistent UI design, data compliance, and enterprise support.
- **Mitigate Shadow IT Risks:** Systematically phase out reliance on physical paperwork, unsecure email attachments, static PDFs, and non-enterprise tools like consumer Google Forms.
- **Implement Process Automation:** Deploy automated backend workflows and data routing to accelerate processing timelines and minimize manual interventions.

- **Establish Form Lifecycle Governance:** Document formal data ownership, technical maintenance paths, and periodic review schedules for all newly deployed digital solutions.

Key Performance Indicators (KPIs)

- **HR Modernization Rate:** Total number of legacy Human Resources forms successfully transitioned to the enterprise digital platform.
- **Legacy Process Elimination:** Total count of manual, paper, or static PDF workflows completely decommissioned.
- **Automation Velocity:** Total number of automated multi-step backend digital workflows actively deployed.
- **Governance Compliance:** Total number of active digital forms with clearly defined data owners and documented maintenance plans.
- **Stakeholder Impact:** End-user satisfaction metrics gathered from participating departments to measure efficiency gains and ease of use.

Goal 9: Optimize CRM Technology for Enrollment Growth and Efficiency

Strategically Aligned with Pillar 1 & 8 – Budget Efficiency & Documentation

Enrollment management remains an institutional priority requiring technological alignment across recruitment, admissions, advising, reporting, and student retention.

In FY27, IT will focus on evaluating and modernizing the college's customer relationship management (CRM) infrastructure to optimize functionality, reduce technical debt, and support strategic enrollment goals. A primary objective is to finalize the evaluation and procurement of a replacement for our Ellucian Recruit platform, which carries a $70,000 annual licensing fee. IT, in partnership with Enrollment and Recruiting, is conducting a cost-benefit analysis of migrating these capabilities into CanyonGBS, which offers an integrated recruitment CRM within a platform the college has already approved at a fixed cost of approximately $23,500 per year, potentially yielding significant recurring savings.

Action Items

- **Finalize CRM Procurement Evaluation:** Complete the formal evaluation of Ellucian Recruit replacement options, comparing CanyonGBS capabilities against institutional operational requirements.
- **Map Enrollment Workflows:** Partner with enrollment, admissions, and recruiting teams to audit and document current workflows ahead of system migration.

- **Integrate Common Application:** Deliver technical integration and data-mapping support to successfully implement the Common App Application infrastructure.
- **Conduct Pre-Implementation Audits:** Formally identify and document system integration, data security, long-term support, and end-user training requirements prior to system deployment.
- **Investigate Non-Credit Management Alternatives:** Evaluate specialized enterprise enrollment software platforms to better manage and scale non-credit classes and workforce development programs. This discovery phase includes conducting exploratory reviews of options such as Entrinsik Enrole. If selected and approved, formal implementation will be deferred to FY28 to maintain sustainable operational focus.

Key Performance Indicators (KPIs)

- **Strategic Selection:** On-time completion and delivery of the formal enrollment CRM replacement recommendation.
- **Process Documentation:** Total number of core institutional enrollment and recruiting workflows fully mapped and analyzed.
- **Admissions Integration:** Successful delivery of Common App technical implementation milestones.
- **Fiscal Optimization:** Total estimated annual cost reduction or cost avoidance achieved through strategic CRM deployment.
- **Discovery Milestone:** Technical requirements document and market landscape assessment finalized for the non-credit enrollment management ecosystem.

Goal 10: Reduce Unsupported Tool Usage and Mitigate Shadow IT Risks

Strategically Aligned with Pillar 4 & 7 – Cybersecurity & Service Excellence

To reinforce data security, legal compliance, and reliable technical support, FY27 will focus on identifying and systematically reducing the institutional footprint of unmanaged, unauthorized software platforms. The unauthorized use of consumer-grade tools, specifically Dropbox and non-enterprise Google accounts, introduces severe security vulnerabilities and gaps in public records compliance. To address these risks, IT will aggressively scale the adoption of the college's existing Microsoft 365 enterprise ecosystem, providing secure cloud storage, digital forms, and collaboration paths that replace unsupported alternatives.

Action Items

- **Promote Enterprise Toolsets:** Drive campus adoption of approved Microsoft 365 solutions for digital forms, cloud storage, team collaboration, and workflow automation.
- **Develop Micro-Learning Resources:** Author and distribute short, practical, task-oriented technical guides to simplify common Microsoft 365 workflows for end-users.
- **Audit Unauthorized Application Risk:** Identify usage of non-enterprise, unsupported tools (e.g., consumer Dropbox or Google accounts) for institutional data handling.
- **Engineer Migration Paths:** Establish clear, structured transition roadmaps to securely migrate departmental data and workflows from unauthorized platforms to approved Microsoft 365 environments.

Key Performance Indicators (KPIs)

- **Enablement Delivery:** Total number of Microsoft 365 training modules conducted and practical technical guides published.
- **Platform Migration Rate:** Total number of successful transitions away from unsupported, non-enterprise software.
- **Shadow IT Reduction:** Measurable reduction in the institutional footprint of unauthorized third-party storage, collaboration, and form tools.
- **Ecosystem Adoption:** Documented increase in active user engagement and utilization metrics across approved Microsoft 365 platforms.

Goal 11: Strengthen IT Workforce Sustainability and Capacity Planning

Strategically Aligned with Pillar 7 – Service Excellence

While establishing better tools and governance is critical, a major vulnerability remains in staffing constraints. To protect core campus operational stability, IT must aggressively mitigate the risks associated with single-person dependencies, specialized knowledge silos, and frontline turnover. In FY27, we will focus on improving workforce sustainability by expanding internal technical documentation, leveraging tactical contract resources to chip away at project backlogs, and evaluating managed service opportunities to reclaim internal staff capacity. Finally, this workload data will be used to evaluate and refine our long-term human capital roadmaps for the coming years.

- **Evaluate Managed Services:** Analyze the operational and fiscal feasibility of outsourcing printer fleet maintenance to reallocate internal staff time to high-value initiatives.

- **Deploy Tactical Staff Augmentation:** Identify and leverage targeted external contract resources to mitigate critical project backlogs and technical delivery risks.
- **Validate Future Capacity Needs:** Review current workload data to finalize justification and readiness for the recommended FY28 staffing additions (Network Support Technician and Senior Computer Support Technician).
- **Institutionalize Technical Documentation:** Author, update, and index essential standard operating procedures (SOPs), prioritizing complex systems currently vulnerable to single-person dependencies.

Key Performance Indicators (KPIs)

- **Portfolio Acceleration:** Total number of backlog projects successfully advanced or completed utilizing external contract resources or capacity reclaimed from optimization.
- **Technical Base Density:** Total volume of finalized internal technical procedures and IT cross-training guides published.
- **Onboarding Readiness:** Total number of functional IT roles with finalized documented training plans and operational expectations.

Measuring Progress and Accountability

Because IT is an institutional enabler, success cannot always be measured by simple percentage increases. Instead, progress may be evaluated based on project completion, risk reduction, cost avoidance, and compliance maturity.

Tracking Matrix

Every strategic project will be monitored using these health metrics:

- Progress status and key milestones achieved.
- Volume of Deliverables.
- Documented risk reduction or compliance alignment.
- Realized cost savings or cost avoidance.
- Clear impact on Key Directions.

Standard Status Categories

To keep reporting clear and consistent, IT will use the following status language:

- **Success / Completed:** Primary FY27 action items are complete.
- **In Progress / On Track:** Work is active and moving forward as expected.
- **In Progress / At Risk:** Work is active but delayed by staffing, funding, timeline, or dependency issues.
- **Deferred / On Hold:** Work was evaluated and intentionally delayed due to capacity or institutional timing.
- **Not Started:** Work has not yet begun.
- **Ongoing Practice:** Work is an operational necessity and will continue indefinitely.

Closing Statement

FY27 is a pivotal year for IT and Key Direction 4. The college's strategic priorities depend heavily on stable data, security, and systems. This reality positions IT as both a core service department and a critical strategic partner.

The work ahead is substantial. We must modernize infrastructure, launch campus knowledge systems, mature data governance, and secure operations, all while maintaining the daily technology needs of our students and team members.

To succeed, we must remain focused. We cannot complete every initiative at once, and every project carries a different level of institutional urgency. The path forward requires being clear about what matters most, aligning our resources to those priorities, and communicating the tradeoffs clearly. This plan builds directly on the lessons and foundational progress of the past year to create a roadmap for Technology at Lewis and Clark Community College.

Appendix A – KD4 Champions

- Ronald Wall, Chief Data & Technology Officer
- Christopher McLaughlin, Information Security Analyst
- Bryan Jausel, Manager, Networks & Systems
- Sean Copple, Director of Enterprise Application Services
- Brad White, Institutional Research Analyst
- James Santos, Data Analyst
- Maryjo Flaherty, Business Analyst