

Executive Summary

Given the increasingly collaborative nature of technology, as well as the incremental increases in network speed and storage, new and innovative ways of contributing to the academy continue to emerge. Multidisciplinary research projects and closer partnerships with national labs are providing unprecedented research awards for CU-Boulder—providing \$454 million in fiscal year 2009-2010. Innovative classroom technology and collaborative IT tools allow for the classroom experience and experimental learning to be more robust and dynamic. Tech-savvy students arrive on campus equipped in ways unimaginable four years ago with the latest devices, applications and expectations. This is the backdrop in which the 2010 campus-wide strategic plan developed.

Beginning in February 2010, 16 committees, each comprised of approximately 8-10 faculty, students and staff—led by faculty or senior staff with support from an IT content expert—met and discussed IT issues that are in direct support of the campus mission and Flagship 2030. Areas of interest included a sharper focus on faculty and graduate student needs, development of research computing, a more holistic, campus-wide IT environment, and emphasis on service, all while maintaining vigilance around security. Each committee provided tangible action plans, which comprise the majority of this report. In conjunction, and in support of the committees, mixed-methods research occurred in the form of reviewing our peers, faculty and staff surveys, focus groups, ethnographic research, and individual interviews.

The analysis of the committee reports revealed a striking consistency of themes: a call for *transparency* through two-way communication and engaged participation, a need for *flexibility*, adaptability, and integration of a range of IT tools and services, an understanding of supporting disciplinary differences while *fostering collaborative, cooperative relationships*, and finally the need for *assessment* and evaluation to determine the effectiveness of IT tools, services and practices.

Key findings include:

- Enable the research enterprise through research computing
- Support teaching and learning through effective IT tools, spaces and support
- Enhance the student experience
- Foster efficiencies for campus staff
- Develop strong communication among stakeholders

This report is composed of an overarching summary, centered on the idea of melding the IT past and present into our IT future as well as four core chapters, which include the 16 committee reports (chapter 1: teaching and learning, chapter 2: shared resources and support, chapter 3: collaborations and partnerships, and chapter 4: governance, budget and communications). The report concludes with a variety of appendices.

IT strategic planning has occurred consistently every four years, beginning in 1998. This plan is a distinct departure in that it more fully engaged the stakeholders and partners of the campus. Faculty, students and staff participated in an unprecedented manner creating an IT blueprint that will support the campus mission.

