2023-2027 IT Strategy

Message from the CIO

Grisha Alpernas

Chief Information Officer, Oregon Department of Education

What is Oregon Department of Education's IT strategy?

This IT strategy document provides a holistic view of where IT will go over the next four years. It demonstrates how we will align our resources, efforts, and budget to support ODE's strategic direction and top initiatives. It is our roadmap.

To achieve this strategy, IT must remain focused on the key IT initiatives outlined in this document. These initiatives are the tactics we will use to support our business partners in achieving their goals.

This strategy was developed in cooperation with many agency leaders, IT leadership, and the input of IT employees. It is a combined effort we will use to ensure effective and efficient alignment with ODE's priorities.

Thank you to all those who have helped assess our current state, envision our future state, and determine the gaps necessary to fill to achieve those goals.

We look forward to working with all of you in helping ODE achieve its strategic goals!

ODE IT Directors: Randy James, Sandee Hawkins, and Harris Geddes

Info-Tech's insight for an effective IT strategy

- Everything IT does should support the Institution. A list of projects is not a strategic plan.
- A good strategy clearly links IT initiatives to agency goals.
- IT needs to work together with the agency throughout the IT strategy development process.
- A well-crafted IT strategy is critical to enhancing user satisfaction and building relationships with ODE collaborators.

Executive Summary

This plan provides guidance and a roadmap for ODE IT for the 2023-27 timeline. It was developed in cooperation with Info-Tech Research Group based on the internal review of our capabilities, strengths, and weaknesses; ODE assessment of IT performance, value, and business technology needs; and agency business goals and key initiatives.

The three pillars of the successful strategic approach to IT are: supporting the business by aligning IT projects with ODE initiatives; reducing risk and improving operational excellence by increasing IT process maturity and improving core competencies; and driving technology innovation. These pillars are the focus of the four key goals for IT:

- Continuously improve ODE's data collection system
- Achieve IT operational excellence
- Establish IT as a trusted technology partner
- Ensure resilient, modern, and secure technology environments

Each of these goals is supported by 5 to 10 key initiatives.

One of the key success factors for the plan implementation and further improvement of IT maturity in ODE is the establishment of the IT Governance framework, which was proposed in the fall of 2023. The ODE IT Governance Committee will serve as the gatekeeper and the Steering body for the IT strategy realization.

Due to the limited resources, the plan is aggressive in its goals and timelines. The plan identifies additional resources needed for the successful implementation of the targeted improvements and the realization of positive business value.

Core Elements of the Plan

- *Mission* and *Vision* describe **WHY** we are here to support the vital work of the agency (p. 10)
- *Guiding Principles/Values* describe **HOW** we accomplish our Mission and Vision, and what criteria we use to prioritize our work (p. 11)
- Our *Goals* reflect the long-term strategic **targets** of our work (p. 16)
- The *Key Initiatives* (page 17) and their *Roadmap* (pp. 18-19) describe **WHAT** we will focus on for: projects to complete, and technology and processes to implement
- *Success Metrics* (p. 20) describe how we will **measure** the outcomes of our efforts and the business value that we bring to ODE
- *Refresh Cycle* (p. 22) describe how we are going to keep the Strategic Plan a living document for the ongoing **continuous** adjustments

ODE 2023-2027 IT Strategy At-a-Glance

Mission

Provide innovative and responsible guidance for the development and support of technology solutions on behalf of Oregon education. We accomplish this through collaboration inside the department and with our education partners to enrich the lives of students

Vision

Our vision is to provide innovative technology solutions and to support education for all Oregon learners. We believe education is the key to upward economic mobility, productive civic engagement, and developing the skills to create a better future.

Values

➢ Collaboration
➢ Respect
➢ Trust
➢ Integrity
➢ Excellence
➢ Equity
➢ Health

Goals

1. Continuously improve ODE's data collection system
2. Achieve IT operational excellence
3. Establish IT as a trusted technology partner
4. Ensure resilient, modern, and secure technology environments

Roadmap

Align

ODE Goals	Key IT Initiatives	IT Goals
Narratives, Policies, and Practices	• Grant Consolidation Initiative • Statewide Data System • Data Justice Initiative • CTE Data Collections Corrections • Measures of Socio-Economic Disadvantage	Continuously Improve ODE's Data Collection System
Employee Experience	• Software License Admin Support & Deployment • IT Strategy Development • IT Governance Plan Development • Application Portfolio Management • Knowledge Management • Cost & Budget Management • Service Desk Enhancements • Implement ITIL / IT Service Management • Establish Innovation Process / Procedures	Achieve IT Operational Excellence
Change, Collaboration, and Innovation	• Grant Management System • Statewide Facilities Assessment Database • Data Visualization Servers • Special Education Compliance Software • ODE Data Dashboard • External Data Dashboard • Transferring High School Credit • Requirements Gathering • Stakeholder Management • Establish Information Sharing Best Practices	Establish IT as a Trusted Technology Partner
Partnerships & Gov-to-Gov Relationships	• State School Fund Software Modernization • Activity Driver Application Portal • Revising the Foster Care Transportation Reimbursement Process • Migrant Education Program Software Transition • State Board Video Upgrades • Disaster Recovery Planning • Improve Tech Environment / Technical Debt Reduction	Ensure Resilient, Modern, and Secure Technology Environments

Support — Achieved Through

Improve

Target

Current

Innovator – Transforms the Business

Business Partner – Expands the Business

Trusted Operator – Optimizes the Business

Firefighter – Supports the Business

Unstable – Struggles to Support

About ODE

Mission Statement: The Oregon Department of Education fosters equity and excellence for every learner through collaboration with educators, partners, and communities.

At the Oregon Department of Education, we are guided by the following values:
- Integrity
- Accountability
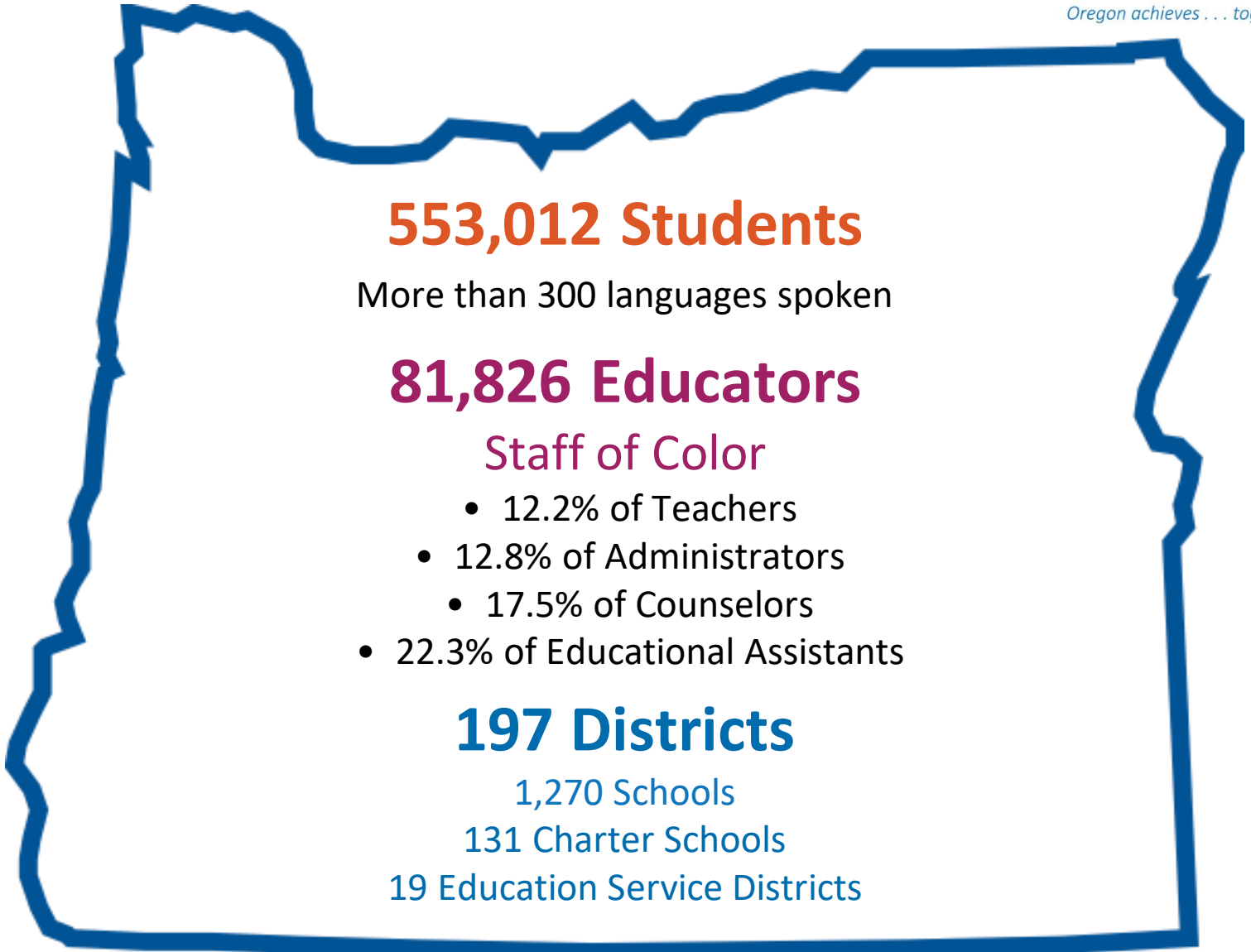- Excellence
- Equity

Our Priorities:
- Graduating our students college and career ready
- Closing the Achievement Gap
- Teacher and administrator effectiveness
- Increasing performance for all schools and districts
- A strong, seamless education system from early childhood through higher education

Who We Serve

"My vision is to make sure every child in Oregon is successful and has a safe place to receive a high-quality public education. I've seen firsthand how a positive student-teacher relationship can set a child on a successful path for the rest of their life. When we collaborate and build partnerships with students, educators and families we can advance equity and lead all students toward success."

- Dr. Charlene Williams

2022-23 Data

553,012 Students

More than 300 languages spoken

81,826 Educators
Staff of Color
- 12.2% of Teachers
- 12.8% of Administrators
- 17.5% of Counselors
- 22.3% of Educational Assistants

197 Districts
1,270 Schools
131 Charter Schools
19 Education Service Districts

ODE Information Technology

The Information Technology Unit of the Oregon Department of Education includes 3 diverse work teams made up of just over 50 staff originating from more than 7 countries that support ODE staff, School Districts, Education Service Districts and Education Partners:

- Operations and Service Support
- Application Development
- Enterprise Services

The focus of the Information Technology Unit at ODE:

- Data collection and reporting (Federal and State requirements)
- Desktop Support and Helpdesk Services
- Technology Purchasing Support
- Network Services, Support and Security
- Server Maintenance
- Application Development, Support and Maintenance
- Infrastructure Development, Support and Maintenance
- Application Security
- Website and Application Accessibility

ANNUAL TICKETS	23,000
HD STAFF TO ODE STAFF RATIO	1:150

Application Criticality
What is the application business impact to the agency?

2% 17% 14% 16% 51%

- Mission Critical
- Business Essential
- Important
- Minor
- User Productivity
- Historical
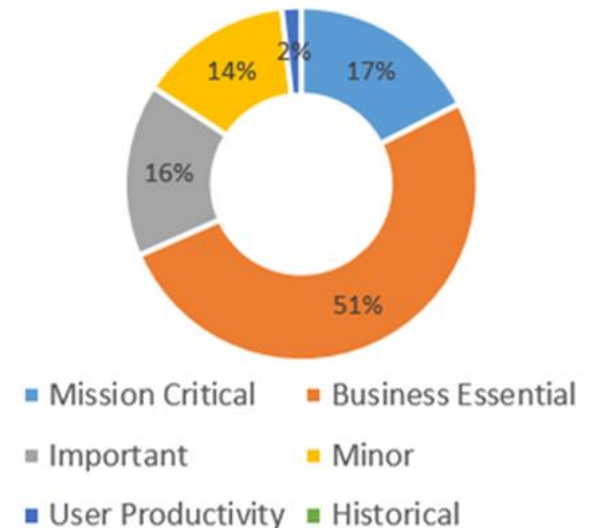
ODE IT delivered business value in FY23

Enterprise Information Resource Management Strategy (EIRM) 2017-2022 introduced 5 major goals for the State of Oregon IT initiatives and investments:

1. Maturing IT Resource Management
2. IT Supply Chain Management
3. Data Utility
4. Information Security
5. Modernization

Oregon Department of Education (ODE) goal of high-quality customer service drives the IT section to modernize our software, systems, and services to meet the needs of our customers. ODE has continued to align its IT goals and strategies within the EIRM framework by evaluating and planning for changes in these major strategic areas among other localized goals, focusing on modernizing our technology, updating our internal applications and system security, and improving customer service. The ODE IT section works on many projects concurrently with customers driving the requirements, timelines, and project goals. In addition, state mandates and other non-ODE controlled expectations drive our work across all teams. Below are some of the examples of recently completed Stage Gate and non-Stage Gate projects:

Stage Gate Projects:
- CTE Information System: created a new modernized application that better represents the CTE program at ODE, aligns input processes and structures with customer workflows, allows for significantly faster data views, updating and reporting, and provides modern and easy to use navigation panels, reporting processes and structures.
- State Data Center Move: moved hardware to the State Data Center per the Oregon State CIO's directive, fulfilling DAS and State CIO mandates, and improving security, availability, and risk management capabilities.

Non-Stage Gate Projects:
- ODEX Application Upgrade: moved internal applications to .NET, and decommissioned those no longer in use, thus ensuring faster response time and better user interface.
- New District Data Site: deployed a new site designed with and for our customers. The site was developed with strict governance to ensure it stays up-to-date and useful for customers, providing a more modern website with easier updating capabilities for ODE staff.
- ARUA & Student-Centered Staging: working with the Accountability team, IT redesigned, developed, and deployed a new state testing system for storing, displaying, managing, and reporting statewide assessment data with the new user interface that is easier to use, and simplified end of year processing and student data updates across all tests.
- FirstNet Project: to replace the existing agency desk phone system with cellular devices on the FirstNet network, improving telework environment and ensuring that all agency staff are reachable on state-issued devices for better customer service to districts and the public. The project generated cost savings of over $60,000 per quarter, improved security by aligning with state mandated multi-factor authentication and nonuse of personal devices and provided better business continuity capabilities for internet connectivity issues.

Top-level scope of IT strategy

This strategic plan addresses a forward-looking roadmap for the coming 48 months, with clearly planned revisits / updates to stay ahead of change.

Our Mission & Vision Statements, and our values align with those of ODE. These are stated early in the IT strategy, outlining our purpose and aspirations, as well as the guardrails for what and how IT plans to support ODE strategically.
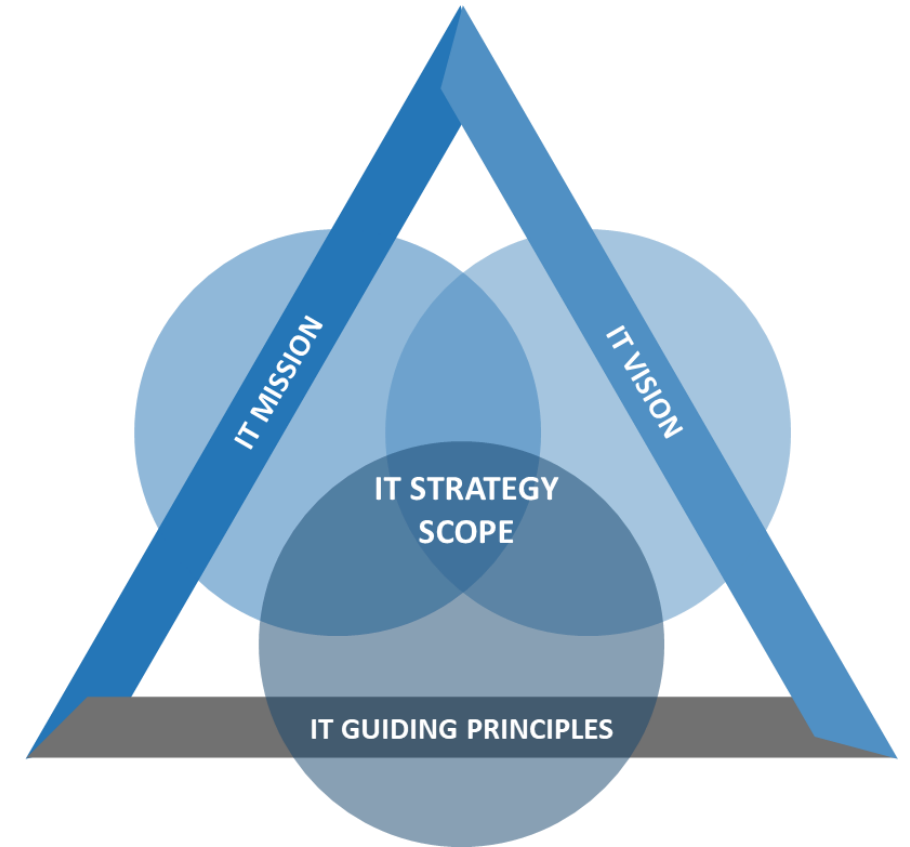
IT Strategy Scope Parameters:
- Planning Horizon: 48 Months
- IT strategy to be refreshed annually

Organizational Scope:
- ODE agency
- School districts and ESDs
- EIS, for approval
- IT managers, for communications

Depth:
- Initiative and activity level
- Measured outcomes and metrics
- Future of IT and the agency

IT supports ODE's mission, vision & values

ODE

Mission
The Oregon Department of Education fosters equity and excellence for every learner through collaboration with educators, partners, and communities.

Vision
Every student will have access to and benefit from a world-class, well-rounded, and equitable educational system

Values
- Integrity
- Accountability
- Excellence
- Equity

IT

Mission
Provide innovative and responsible guidance for the development and support of technology solutions on behalf of Oregon education. We accomplish this through collaboration inside the department and with our education partners to enrich the lives of students.

Vision
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Values
- Collaboration
- Respect
- Trust
- Integrity
- Excellence
- Equity
- Health

IT values guide our actions and decisions

Our mission & vision helped determine our values

The following values define the guiding principles that drive IT strategy in 2023 and provide the criteria for our 48-month planning horizon

IT Value	IT Value Statement
Collaboration	We cherish diversity; by sharing knowledge and ideas from our different perspectives we achieve better outcomes.
Respect	We believe respect is essential for creating a safe and inclusive working environment where all members of our community can thrive.
Trust	We believe trust is the foundation of all positive relationships and interactions. This allows for open and honest communication, cooperation, and mutual support.
Integrity	We demonstrate integrity by keeping our promises, being reliable, and following through on our commitments. We believe in taking responsibility for our actions and holding each other to the highest standards.
Excellence	We strive to deliver the best possible work and take pride in our accomplishments.
Equity	We believe our work in education is blanketed in the commitment that all students should have access to resources and opportunities including targeted support and resources for marginalized communities to achieve their full potential.
Health	We believe that maintaining our individual health promotes good organizational health. Allowing ourselves to maintain a healthy work-life balance benefits ourselves, attracts quality recruitment and retention, and benefits the entire department.

Optimization & excellence improve IT maturity

IT strategy and key initiative plan contain projects and initiatives focused on improving our most important core processes and capabilities, aimed at enhancing IT's ability to lead ODE's operations and innovation.

Target

Now

Innovator – Transforms the Business
IT Innovates into new markets and revenue streams

Business Partner – Expands the Business
Effective Execution on Business Projects, Strategic Use of Analytics and Customer Technology

Trusted Operator – Optimizes the Business
Effective Fulfillment of Work Orders, Functional Business Applications, and Reliable Data Quality

Firefighter – Supports the Business
Reliable Infrastructure and IT Service Desk

Unstable – Struggles to Support
Inability to Provide Reliable Business Services

Info-Tech Insight
Higher is not always better for every organization. Climbing the ladder comes at a cost, and being an innovator can be very expensive. Be pragmatic in selecting your target IT maturity.

Agency feedback guides strategy focus

IT Satisfaction Scorecard

IT Satisfaction — 73%
Satisfaction with the IT department and its ability to support your needs.
trending unavailable
NET PROMOTER SCORE: 28%

IT Value — 76%
Satisfaction that IT provides high value relative to your perception of cost and staffing.
trending unavailable
NET PROMOTER SCORE: 31%

Relationship

70% Executes Requests
Satisfaction with the way IT executes your requests and meets your needs.
trending unavailable

69% Communicates Effectively
Satisfaction with IT communication.
trending unavailable

68% Understands Needs
Satisfaction with IT's understanding of your needs.
trending unavailable

58% Trains Effectively
Satisfaction with training quality and timing.
trending unavailable

Security Friction

Regulatory Compliance-driven Friction is acceptable — **92** % AGREE

Office/Desktop Security Friction is acceptable — **90** % AGREE

Data Access Friction is acceptable — **90** % AGREE

Remote/Mobile Device Access Friction is acceptable — **77** % AGREE

Business Satisfaction and Importance for Core Services

The core services of IT are important when determining what IT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for IT to drive business value.

Service	Description	Satisfaction	Trend	Importance
IT Security	Satisfaction that organizational devices and data are properly secured.	80%	trending unavailable	3RD
Devices	Satisfaction with desktops, laptops, mobile devices etc.	78%	trending unavailable	7TH
Network & Comm. Infrastructure	Satisfaction with reliability of comm. Systems and networks	78%	trending unavailable	1ST
Service Desk	Satisfaction with responsiveness and effectiveness of service desk	76%	trending unavailable	2ND
IT Policies	Satisfaction with policy design and enforcement around security, governance, etc...	74%	trending unavailable	10TH
Projects	Satisfaction with large department or corporate projects	71%	trending unavailable	12TH
Business Apps	Satisfaction with applications and functionality	70%	trending unavailable	5TH
Data Quality	Satisfaction with providing reliable and accurate data	70%	trending unavailable	4TH
Work Orders	Satisfaction with small requests and bug fixes	69%	trending unavailable	9TH
Requirements Gathering	Satisfaction with BA's ability to understand and support the business	68%	trending unavailable	13TH
Analytical Capability and Reports	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	65%	trending unavailable	11TH
Client-Facing Technology	Satisfaction with user experience and effectiveness	63%	trending unavailable	8TH
IT Innovation Leadership	Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	57%	trending unavailable	6TH

IT will focus on the services and capabilities highlighted here to drive improved satisfaction levels and to enhance IT service delivery maturity.

Source: Info-Tech Diagnostics of ODE Satisfaction with IT, 2023

ODE IT processes prioritized for improvement

IT Management & Governance Framework

A comprehensive and connected set of research to help you optimize and improve your core IT processes
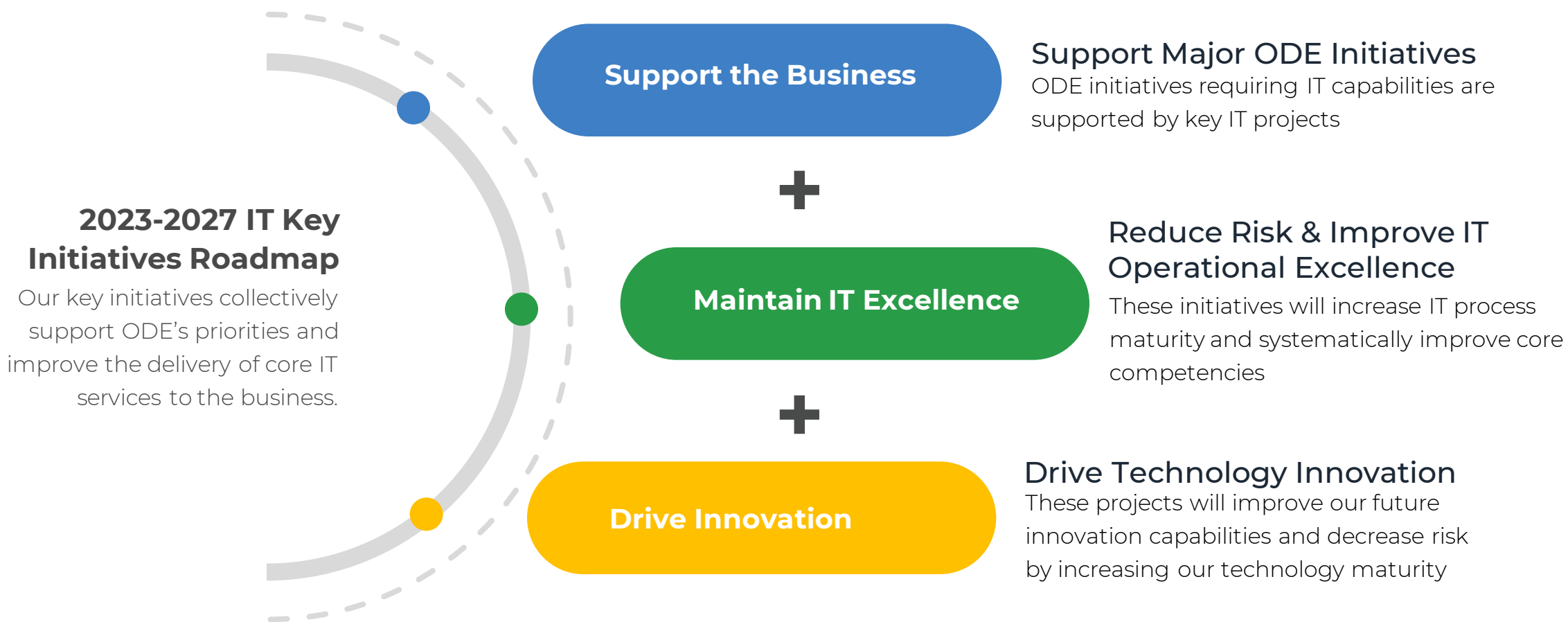
IT will focus on the highest importance, but lowest performing internal processes (marked red) to improve and optimize the core IT competencies on which ODE's technology is built.
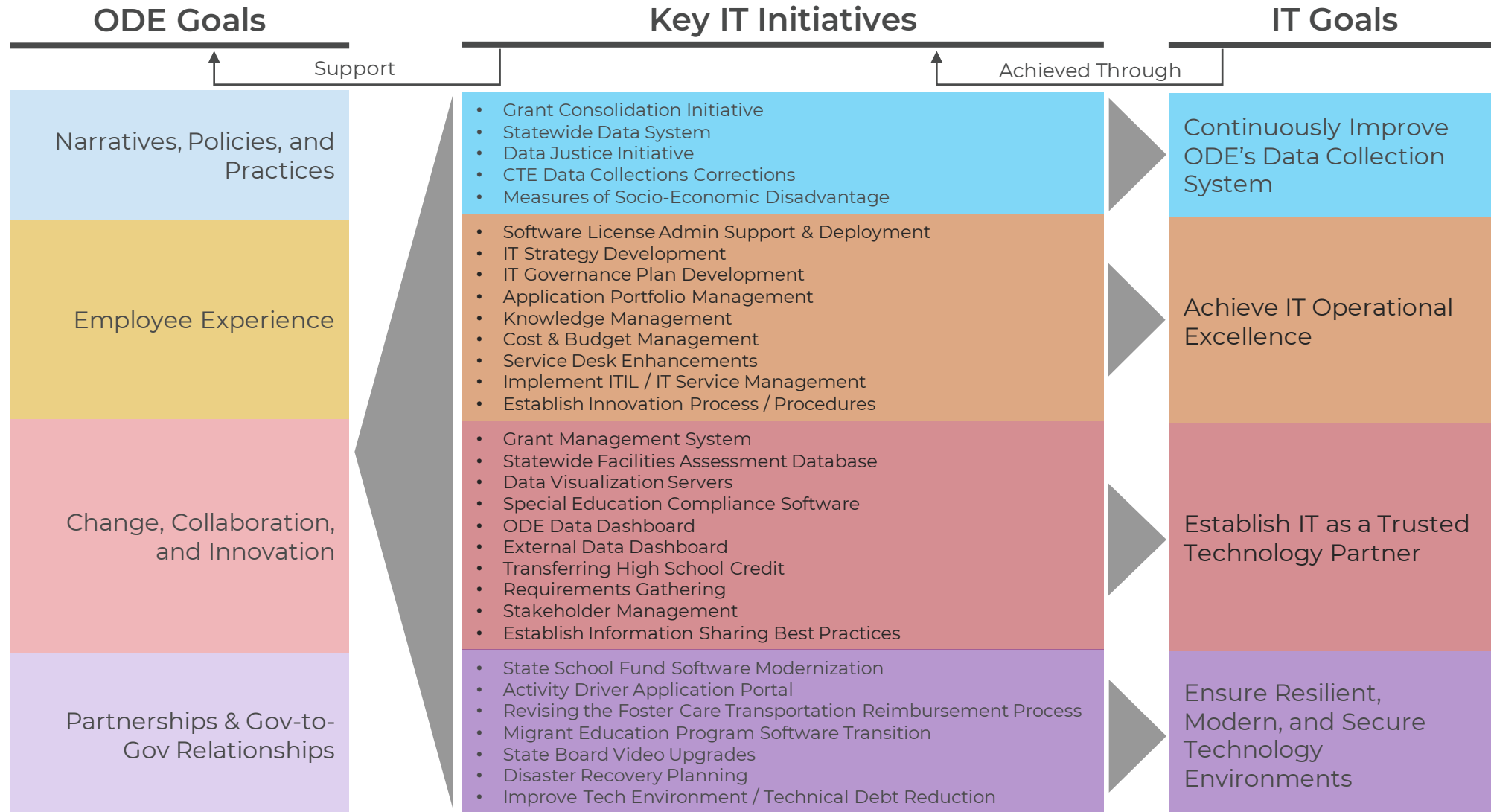
Three pillars of delivering value to business

2023-2027 IT Key Initiatives Roadmap

Our key initiatives collectively support ODE's priorities and improve the delivery of core IT services to the business.

Support the Business

Maintain IT Excellence

Drive Innovation

Support Major ODE Initiatives
ODE initiatives requiring IT capabilities are supported by key IT projects

Reduce Risk & Improve IT Operational Excellence
These initiatives will increase IT process maturity and systematically improve core competencies

Drive Technology Innovation
These projects will improve our future innovation capabilities and decrease risk by increasing our technology maturity

IT strategic goals to enable ODE's success

1. Continuously improve ODE's data collection system to provide education data submitters and consumers with high quality data that is secure and easily accessible in a consistent, equitable manner

2. Achieve IT operational excellence through proven frameworks and best practices, including strategic leadership, governance, and service management

3. Establish IT as a trusted technology partner by engaging with ODE business offices and its customers, being responsive to their needs, and providing equitable and reliable solutions

4. Ensure resilient, modern, and secure technology environments

IT key initiatives align with ODE priorities

ODE Goals

Key IT Initiatives

IT Goals

Support → Achieved Through →

Narratives, Policies, and Practices

- Grant Consolidation Initiative
- Statewide Data System
- Data Justice Initiative
- CTE Data Collections Corrections
- Measures of Socio-Economic Disadvantage

→ Continuously Improve ODE's Data Collection System

Employee Experience

- Software License Admin Support & Deployment
- IT Strategy Development
- IT Governance Plan Development
- Application Portfolio Management
- Knowledge Management
- Cost & Budget Management
- Service Desk Enhancements
- Implement ITIL / IT Service Management
- Establish Innovation Process / Procedures

→ Achieve IT Operational Excellence

Change, Collaboration, and Innovation

- Grant Management System
- Statewide Facilities Assessment Database
- Data Visualization Servers
- Special Education Compliance Software
- ODE Data Dashboard
- External Data Dashboard
- Transferring High School Credit
- Requirements Gathering
- Stakeholder Management
- Establish Information Sharing Best Practices

→ Establish IT as a Trusted Technology Partner

Partnerships & Gov-to-Gov Relationships

- State School Fund Software Modernization
- Activity Driver Application Portal
- Revising the Foster Care Transportation Reimbursement Process
- Migrant Education Program Software Transition
- State Board Video Upgrades
- Disaster Recovery Planning
- Improve Tech Environment / Technical Debt Reduction

→ Ensure Resilient, Modern, and Secure Technology Environments

IT initiatives roadmap (Q3 2023-Q3 2025)

Strategy Roadmap Gantt Chart

Project Name	ITRG Initiative Type	IT Goal	Planned Start Month & Year (M-YY)	Planned End Month & Year (M-YY)
Grant Consolidation Initiative	Business Support	Continuously improve ODE's data collection system	2023-05-01	2025-09-30
Statewide Data System	Business Support	Continuously improve ODE's data collection system	2024-01-01	2028-06-30
Data Justice Initiative	Business Support	Ensure resilient, modern, and secure technology environments	2023-10-01	2026-06-30
CTE Data Collections Corrections	Business Support	Establish IT as a trusted technology partner	2023-11-07	2025-10-15
Measures of Socio-Economic Disadvantage	Business Support	Establish IT as a trusted technology partner	2021-09-15	2025-12-12
Software License Admin Support & Deployment	Business Support	Establish IT as a trusted technology partner	2023-07-01	2028-06-30
Grant Management System	Business Support	Establish IT as a trusted technology partner	2024-01-01	2026-01-01
Statewide Facilities Assessment Database	Business Support	Continuously improve ODE's data collection system	2023-03-01	2024-01-22
Data Visualization Servers	Business Support	Establish IT as a trusted technology partner	2022-08-01	2024-05-31
Special Education Compliance Software	Business Support	Ensure resilient, modern, and secure technology environments	2024-01-01	2025-06-30
ODE Data Dashboard	Business Support	Achieve IT operational excellence	2023-02-01	2023-12-31
External Data Dashboard	Business Support	Achieve IT operational excellence	2023-05-01	2024-09-30
Transferring High School Credit	Business Support	Achieve IT operational excellence	2017-01-01	2025-01-09
State School Fund Software Modernization	Business Support	Ensure resilient, modern, and secure technology environments	2024-01-01	2024-12-31
Activity Driver Application Portal	Business Support	Achieve IT operational excellence	2023-07-01	2025-06-30
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IT Strategy Development	IT Excellence	Achieve IT operational excellence	2023-09-01	2024-12-31
IT Governance Plan Development	IT Excellence	Continuously improve ODE's data collection system	2023-11-01	2024-07-01
Application Portfolio Management	IT Excellence	Establish IT as a trusted technology partner	2020-01-01	2025-06-30
Knowledge Management	IT Excellence	Ensure resilient, modern, and secure technology environments	2023-09-01	2024-06-30
Cost & Budget Management	IT Excellence	Ensure resilient, modern, and secure technology environments	2023-10-01	2024-07-01
Service Desk Enhancements	IT Excellence	Ensure resilient, modern, and secure technology environments	2021-10-01	2024-10-01
Implement ITIL / IT Service Management	IT Excellence	Continuously improve ODE's data collection system	2023-07-01	2024-01-31
Requirements Gathering	IT Excellence	Achieve IT operational excellence	2023-03-01	2025-06-30
Stakeholder Management	IT Excellence	Establish IT as a trusted technology partner	2023-03-01	2024-06-30
Disaster Recovery Planning	IT Excellence	Achieve IT operational excellence	2023-07-01	2027-12-31
Improve Tech Environment / Technical Debt Reduction	IT Excellence	Establish IT as a trusted technology partner	2024-07-01	2026-06-30
Establish Innovation Process / Procedures	Innovation	Establish IT as a trusted technology partner	2023-09-01	2024-10-01
Establish Information Sharing Best Practices	Innovation	Establish IT as a trusted technology partner	2024-01-01	2024-12-31

IT initiatives roadmap (Q4 2025-Q4 2027)

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Establish Information Sharing Best Practices	Innovation	Establish IT as a trusted technology partner	2024-01-01	2024-12-31

IT will measure and report success metrics

Business Facing Metrics

Run IT satisfaction survey annually to track progress

- IT Satisfaction Survey of agency leaders and managers based on Info-Tech methodology
  - IT Satisfaction Scorecard agency-wide and for individual offices/divisions of ODE:
    - % score of satisfaction with IT and its ability to support customer needs
    - % score assessment that IT provides high value relative to cost and staffing
  - Business satisfaction with and assessed importance of key IT services
    - 13 core groups of IT services reflecting the full scope of IT
    - % score of satisfaction and relative importance for business goals and objectives

Measure IT performance against business expectations

- Performance index comprised of a single number
  - Consolidated result of different performance measures with weighted values, such as helpdesk statistical data, network and security data, project execution statistics, etc.
  - Monthly calculation and review, with drill-down analysis of individual factors that cause change in the index value
  - Reported quarterly, re-assessed annually based on the changes in the operational environment
  - Details TBD, pending IT Governance Committee discussion and approval

Execution of the IT strategic plan

- Measure the progress and status of each strategic initiative/project based on the Project Management best practices
- Assess business goals and value realization of each initiative/project upon completion
- Progress report containing:
  - % of roadmap completion to target over one year
  - % of business goals realization for completed initiatives/projects
  - What got delayed, or why, what will be done about it
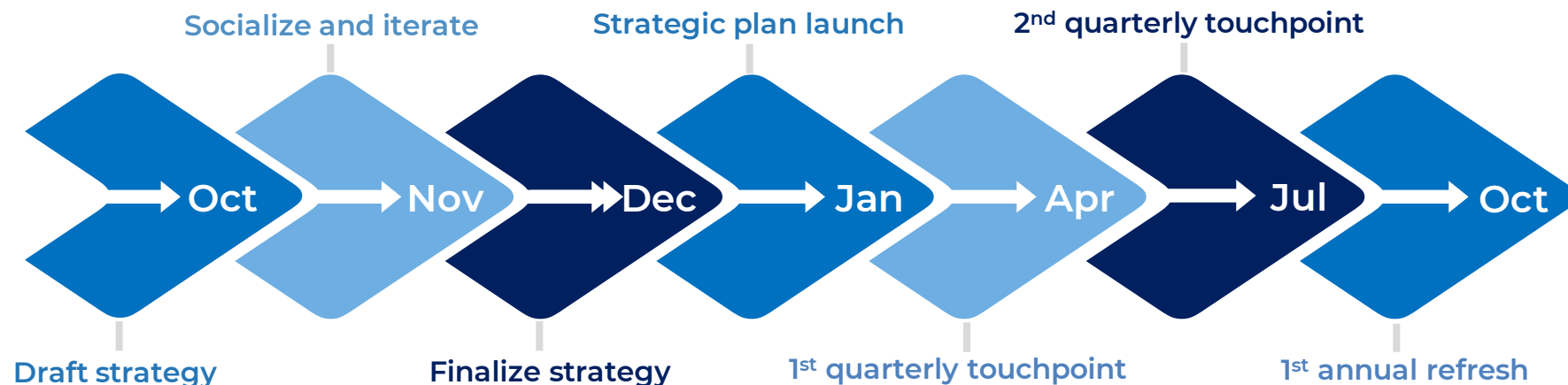 - Track quarterly, report annually

Resourcing considerations

There are multiple requirements from the IT strategy that warrant additional and / or changed resources, skills, and budget.

Area of Concern	Considerations
Additional Skills / Resources Needed	**Skills** • Customer relationship management abilities necessary • Advocacy (from IT to business and vice versa) **Capacity** • Additional staff required for growth / keep pace with agency growth: • 5.0 FTE help desk (currently at 200:1, government industry benchmark is 70:1) • 1.0 FTE business analyst (requires CRM skills) • 2.0 FTE systems analyst • 2.0 FTE technical writer • 3.0 FTE developer • 1.0 FTE manager (see team note below) **Capabilities** • Form a team within IT that would include technical writers, technical trainers, testing, as well as Research & Development to assess new or required technology, outdated tech, etc.
Budgetary Impacts	• Mostly labor, possibly for some training
Other commentary/ considerations	• Some workloads are cyclical • Junior positions required for learning posts, maintenance duties, and to provide a pipeline of talent for succession planning and retention

IT Strategic Plan refresh cycle

Our process includes frequent reviews of the IT strategic plan ensuring we are proactive in addressing changes to ODE's strategy or direction

Socialize and iterate

Strategic plan launch

2nd quarterly touchpoint

Oct → **Nov** → **Dec** → **Jan** → **Apr** → **Jul** → **Oct**

Draft strategy

Finalize strategy

1st quarterly touchpoint

1st annual refresh

FREQUENCY	AUDIENCE	SCOPE	DATE
PROGRESS REVIEW	IT leadership team	• Initiative status update	• Monthly
TOUCHPOINTS	IT Governance Committee	• Initiative's status updates • Organization updates • New projects/initiatives • Risks/constraints • Changes in priorities • Updates	• Quarterly
ANNUAL REFRESH	IT Governance Committee	• Re-survey (ITRG – BV, MGD) • Review / validate strategy • Update to schedule/initiatives as per rolling strategy	• Late 2024 • Then annually
REVISIT EVERY 4 YEARS	IT Leadership Team	• Revisit elements • Ensure business alignment	• 2027

IT is dedicated to frequent touchpoints throughout the year to ensure the strategy team and all business partners are on the same page about any changes or updates regarding strategic IT initiatives