Harvard College will set the standard for residential liberal arts and sciences education in the twenty-first century. We are committed to expanding the conditions that enable all Harvard College students to experience an unparalleled educational journey that is intellectually, socially, and personally transformative.

<table>
<thead>
<tr>
<th>Strategy/ Major Milestones</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>Future state</th>
</tr>
</thead>
<tbody>
<tr>
<td>Align Application Portfolio with Business Need</td>
<td><strong>Goal 1: Leverage existing platforms to streamline portfolio</strong>&lt;br&gt;• Complete project planning and PRB requests for incorporating identified applications into my.harvard.&lt;br&gt;• Expand the use of OrgSync beyond the Spring 2017 OSL pilot for full utilization by Student clubs for the Fall 2018 semester.&lt;br&gt;• Identify additional applications and/or programs that can benefit from the OrgSync platform.&lt;br&gt;• Continue to investigate use cases for moving applications that deal with funding and opportunities to the CARAT platform.</td>
<td><strong>Goal 1: Leverage existing platforms to streamline portfolio</strong>&lt;br&gt;• Implement approved projects that incorporate or integrate existing stand-alone applications into my.harvard.&lt;br&gt;• Broaden the use of OrgSync functionality with the OSL departments&lt;br&gt;<strong>Goal 2: Identify opportunities to retire applications</strong>&lt;br&gt;<strong>Goal 3: Invest in new platforms and solutions</strong>&lt;br&gt;• Implement new Course Evaluations platform&lt;br&gt;• Implement new solution for Accessible Education&lt;br&gt;• Implement new solution for Office for the Arts registration&lt;br&gt;• Complete discovery and implement appropriate solution for Freshman Seminars program&lt;br&gt;• Complete Writing Center Scheduler module for the new Writing Center management application.</td>
<td><strong>Goal 1: Leverage existing platforms to streamline portfolio</strong>&lt;br&gt;• Implement approved projects that incorporate or integrate existing stand-alone applications into my.harvard.&lt;br&gt;• Broaden the use of OrgSync for other College departments&lt;br&gt;<strong>Goal 2: Identify opportunities to retire applications</strong>&lt;br&gt;<strong>Goal 3: Invest in new platforms and solutions</strong>&lt;br&gt;• Complete Writing Center Reporting module for the new Writing Center management application.</td>
<td><strong>Goal 4: Enhance tools and frameworks for new technology investments</strong>&lt;br&gt;• Roll out framework for assessing value of new investment and approach to assess total cost of ownership</td>
</tr>
</tbody>
</table>

Last Updated: 8/6/2017
| Connections with Students | Goal 9: Leverage technology for reactive communications  
Enhance two-way communications between students and administrators during emergency situations. | Goal 10: Leverage technology for proactive communications to students  
Implement new communications tools for students delivering content based on their own selections and analytics. | Harvard College students are exposed to a set of timely and relevant communications, based on their own selections and analytics. |
|--------------------------|----------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| Leverage technology to improve timeliness and relevancy of communications to students | Goal 10: Leverage technology for proactive communications to students  
Research features and use cases for existing communications tools in existing student platforms. | Goal 10: Leverage technology for proactive communications to students  
Research features and use cases for existing communications tools in existing student platforms. | Goal 10: Leverage technology for proactive communications to students  
Research features and use cases for existing communications tools in existing student platforms. |
| Goal 11: Better represent Harvard College student’s student experience  
Develop strategy for e-portfolios policy and practices | Goal 11: Better represent Harvard College student’s student experience  
Implement e-portfolios | Goal 11: Better represent Harvard College student’s student experience  
Implement e-portfolios | Goal 11: Better represent Harvard College student’s student experience  
Implement e-portfolios |
| Goal 6: Understand current state of college data  
Develop a strategy for replacing paper records with electronic student records. | Goal 7: Identify and pursue opportunities to streamline data  
Implement strategy to consolidate student data and make available for appropriate role access through an analytics tool. | Goal 7: Identify and pursue opportunities to streamline data  
Implement strategy to consolidate student data and make available for appropriate role access through an analytics tool. | Goal 7: Identify and pursue opportunities to streamline data  
Implement strategy to consolidate student data and make available for appropriate role access through an analytics tool. |
| Goal 6: Understand current state of college data  
Utilize tools and best practices offered through the Data Management program. (e.g. Collibra, Mulesoft) | Goal 8: Support Harvard College staff in using data  
Work with departments to help create dashboards and reports for local requirements from the central repository. | Goal 8: Support Harvard College staff in using data  
Work with departments to help create dashboards and reports for local requirements from the central repository. | Goal 8: Support Harvard College staff in using data  
Work with departments to help create dashboards and reports for local requirements from the central repository. |
| Goal 6: Understand current state of college data  
Identify data sources, “shadow” databases, data flow of student data and document in a central repository | Goal 7: Identify and pursue opportunities to streamline data  
Develop a strategy for making data from multiple sources available in a reporting environment by utilizing new technology for data integration. | Goal 7: Identify and pursue opportunities to streamline data  
Develop a strategy for making data from multiple sources available in a reporting environment by utilizing new technology for data integration. | Goal 7: Identify and pursue opportunities to streamline data  
Develop a strategy for making data from multiple sources available in a reporting environment by utilizing new technology for data integration. |
| Through integration, business process redesign and governance, improve accessibility to and consistency of Harvard College data | Leverage Harvard College Data  
Leverage technology to improve timeliness and relevancy of communications to students | Leverage Harvard College Data  
Leverage technology to improve timeliness and relevancy of communications to students | Leverage Harvard College Data  
Leverage technology to improve timeliness and relevancy of communications to students |
| **Leverage Harvard College Data** | **Goal 6: Understand current state of college data** | **Goal 6: Understand current state of college data** | **Goal 6: Understand current state of college data** |
| **Goal 7: Identify and pursue opportunities to streamline data** | **Goal 7: Identify and pursue opportunities to streamline data** | **Goal 7: Identify and pursue opportunities to streamline data** | **Goal 7: Identify and pursue opportunities to streamline data** |
| **Goal 8: Support Harvard College staff in using data** | **Goal 8: Support Harvard College staff in using data** | **Goal 8: Support Harvard College staff in using data** | **Goal 8: Support Harvard College staff in using data** |
| **Goal 9: Leverage technology for reactive communications** | **Goal 9: Leverage technology for reactive communications** | **Goal 9: Leverage technology for reactive communications** | **Goal 9: Leverage technology for reactive communications** |
| **Goal 10: Leverage technology for proactive communications to students** | **Goal 10: Leverage technology for proactive communications to students** | **Goal 10: Leverage technology for proactive communications to students** | **Goal 10: Leverage technology for proactive communications to students** |
| **Goal 11: Better represent Harvard College student’s student experience** | **Goal 11: Better represent Harvard College student’s student experience** | **Goal 11: Better represent Harvard College student’s student experience** | **Goal 11: Better represent Harvard College student’s student experience** |

Harvard College has seamless access to its robust data and is able to use that data to improve decisions and better support the transformation of students.