An Information Technology strategic plan delineates technology initiatives and direction for the institution and goes beyond the operations of iTech. Although iTech is charged with implementing most of the Information Technology strategies, the plan encompasses the entire institution and is not limited to iTech projects. Annual updates to measure progress on existing goals and strategies and as appropriate, add new strategies, will be made through the Institutional Effectiveness Planning Process as the technology environment of Texas A&M University-Kingsville changes.

The planning process was participative and collaborative, involving the University Technology Advisory Committee (UTAC), a cross-functional committee representing the key stakeholder groups of the University (see Planning Team Section). UTAC developed an Information Technology Mission, Vision, Guiding Principles, Goals, and Strategies.

The planning process included seeking input from the major stakeholder groups. Students, faculty, staff, and administrators were interviewed in both individual and group settings to ensure institution-wide participation. UTAC reviewed all stakeholder comments as the plan was developed.

To garner institution-wide feedback, the Information Technology Strategic Plan will be posted on the University Jnet portal inviting stakeholders to comment. In addition, members of UTAC and iTech will meet with University committees to discuss the plan elements and gain their feedback. UTAC will then consider all comments and adjust the Information Technology Strategic Plan as appropriate.

As a first step, a series of interviews and focus groups were conducted to provide input to the Information Technology planning process. Interview and focus group comments were shared with the UTAC planning team to inform the group of the challenges facing the university community as well as successes of recent technology initiatives.
Interviews were conducted with leadership and focus groups were scheduled for director level managers and administrative staff. Three focus groups of students were conducted to gain the student perspective. All participants were open and forthright with their comments demonstrating their interest in completing this project in a way that would result in improved services to Texas A&M University-Kingsville constituencies. As the planning team worked through activities designed to shape the plan, interview and focus group comments were referenced.

### Individual Interviews

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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<tbody>
<tr>
<td>Dr. Steve Tallant</td>
<td>President</td>
</tr>
<tr>
<td>Dr. Rex Gandy</td>
<td>Provost and Vice President, Academic Affairs</td>
</tr>
<tr>
<td>Dr. Terisa Riley</td>
<td>Vice President, Enrollment Management</td>
</tr>
<tr>
<td>Manuel Lujan</td>
<td>Vice President, Institutional Advancement</td>
</tr>
<tr>
<td>Scott Gines</td>
<td>Chief of Staff</td>
</tr>
<tr>
<td>Randy Hughes</td>
<td>Associate Vice President, Research and Graduate Studies</td>
</tr>
<tr>
<td>Dr. Duane Gardiner</td>
<td>Interim Dean, Business Administration</td>
</tr>
<tr>
<td>Dr. Mohamed Abdelrahman</td>
<td>Research and Graduate Studies Interim Dean, Business Administration</td>
</tr>
<tr>
<td>Dr. Rick Aukerman</td>
<td>Dean, Honors College</td>
</tr>
<tr>
<td>Dr. Dolores Guerrero</td>
<td>Dean, Engineering</td>
</tr>
<tr>
<td>Dr. Steve Nix</td>
<td>Dean, Agriculture, Natural Resources and Human Sciences</td>
</tr>
<tr>
<td>Dr. Allen Rasmussen</td>
<td>Dean, Education and Human Performance</td>
</tr>
<tr>
<td>Dr. Albert Ruiz</td>
<td>Dean, Arts and Sciences</td>
</tr>
</tbody>
</table>
| Dr. Abbey Zink                | Directors of Admissions, Business Office, Financial Aid, Business Studies, iTech, Institutional Resources and Registrar Administrative Assistants Honors, Housing, Student Government Association

### Focus Groups

- Information Technology Managers/Users Group (ITMU)
- Javelina Administrative Group (JAG)
- Student Groups
The University Technology Advisory Committee (UTAC) and invited University staff served as the planning team for the Information Technology Strategic Plan. UTAC members represent the key stakeholder groups of the University. Faculty and staff members that participated in the development of the University Information Technology Strategic Plan are listed below:

Leonides G. Bazar ........................................ Executive Director, Human Resources
Ramon A. Blakley .......................................... Director, Admissions
Martin Brittain ............................................ Associate Dean, Business Administration
Dr. John Burnett ........................................... Director, Compliance
Cheryl Cain .................................................. Director, Marketing & Communications
Dr. Linda Challoo ........................................... Associate Dean, Graduate Studies
Kirsten M. Company ...................................... Dean of Students
Dr. Mike Desiderio ........................................ Director, Distance Learning & Instructional Technology
Michelle Durán ............................................
Dr. Jaya Goswami .......................................... Associate Dean, Education
Dr. Mary Gonzalez ....................................... Associate Vice President, Student Access
Paula Hanson .............................................. Comptroller
Oscar Hernandez ......................................... Exec. Director, Planning and Assessment
Dr. Mike Houf ............................................. Associate Dean, Arts and Sciences
Dr. Nancy King-Sanders ................................. Associate Vice President, Student Success
Dr. Young Lee ............................................. Associate Professor, Engineering
Todd A. Lucas ............................................. Associate Dean, Arts and Sciences
Lee Moore .................................................. Director, Enterprise Software
Jennifer Minke ........................................... Associate Director, Admissions
Lonnie C. Nagel ........................................... Associate CIO
James P. Pollock ......................................... Technician, Student Services
Robert Paulson ............................................. Associate Vice President/CIO, Technology
Robert C. Peña ............................................ Associate Director, Marketing and Communication
Val Ramirez ................................................ Director, Client Support Services
William Saenz ............................................ Associate Director, Financial Aid
Marissa Segura ............................................ Student Representative
Dr. Bruce Schueneman .................................. Director, Jernigan Library
Ralph Stephens ........................................... Associate Vice President, Support Services
George W. Weir .......................................... Registrar
Maria C. Weir ............................................ Project Manager, iTech
Mari Ybañez .............................................. Business Technology Coordinator
MISSION

The mission of iTech is to provide leadership and guidance for the implementation and maintenance of technology tools and infrastructure, the management of secure technology environments with access to administrative, learning, and research resources, and the technology support that facilitates the achievement of academic and professional goals by students, faculty, and staff.

VISION

Information Technology at Texas A&M University-Kingsville will continue to facilitate the strategic use of technology to empower students, faculty and staff to achieve their goals as scholars, educators, and employees. Information Technology will strive to provide state of the art technology resources in a secure, efficient environment.

GUIDING PRINCIPLES

- *Academic Excellence* - Information Technology cultivates an environment that enhances and enriches learning, teaching, research, and other creative activities

- *Access* - Information Technology provides students, faculty, and staff with effective access to current technologies appropriate to their educational needs and/or professional responsibilities

- *Communication* - Information Technology provides an environment for enriched engagement and communication

- *Customer Service* - Information Technology delivers excellent customer service

- *Governance* - Information Technology operates in a transparent, accountable manner by providing opportunities for input and feedback

- *Planning* - Information Technology resources are prioritized for sustained acquisition in support of and in alignment with the University mission and strategic goals

- *Professional Development* - Information Technology provides opportunities to acquire and enhance the skills needed to keep pace with changing technologies
Security - Information Technology provides services and support that protect the University’s information resources

GOALS AND STRATEGIES

1. Access: Provide appropriate anywhere/anytime access to systems and information for scholarly activity and administrative services

   A. Strategies:
      I. Provide services through mobile apps
      II. Provide access to e-learning, library databases and e-content to meet academic needs (online services and content)
      III. Provide access to campus systems, services, and information for appropriate users
          a. Activities:
              i. Provide off campus access to campus systems and information
              ii. Explore extending hours for student access to PC labs

2. Communication: Develop an informed and engaged university community

   A. Strategies:
      I. Establish and maintain official means of communication for faculty, staff, and students
      II. Keep the university community informed of Information Technology products, services, procedures, and initiatives
          a. Activity:
              i. Communicate technology work request prioritization procedures

3. Engagement: Increase campus education (participation) regarding all aspects of information technology implementation and support

   A. Strategies:
      I. Give users a sense of ownership of institutional applications and services
      II. Motivate the campus to use institutional applications and services

4. Facilities and Infrastructure: Upgrade facilities and infrastructure to provide reliable services to all campus stakeholders

   A. Strategies:
      I. Provide reliable wireless access throughout the campus
          a. Activity:
i. Provide access and connectivity for Bring Your Own Device (BYOD)

II. Provide reliable phone service throughout the campus

III. Provide a comprehensive surveillance system throughout the campus

IV. Provide reliable network services
   a. Activity:
      i. Evaluate, redesign and/or upgrade existing networks
      ii. Provide secure and reliable data center services
   b. Activity:
      i. Centralize distributed systems as appropriate
      ii. Provide reliable classroom technology
   c. Activity:
      i. Evaluate, redesign and/or upgrade existing technology

5. Online Learning: Provide online services that enhance teaching and learning

   A. Strategies:
      I. Provide equivalent support services and resources for the online community
         a. Activity:
            i. Standardize the approach to deliver online services
      II. Increase faculty preparedness to teach in and use virtual environments
      III. Increase student preparedness for success in virtual environments

6. Standardization: Standardize technology and the means by which it is planned, purchased, maintained, and used

   A. Strategies:
      I. Provide a secure and efficient environment for computing services
      II. Ensure the economic sustainability of all technology and adherence to iTech standards
      III. Standardize the delivery of institutional information

7. Support and Training Services: Improve technology support and training services

   A. Strategies:
      I. Provide technology professional development activities for students, faculty, and staff
      II. Provide responsive technology support to the Texas A&M University-Kingsville community
      III. Provide training for iTech on excellent customer service
UTAC recognized that the Information Technology goals developed by planning team members must be in alignment with the Texas A&M University – Kingsville 2011-2015 Institutional Goals. The chart below illustrates the relationship between and alignment of the Informational Technology goals with those of the overall institution. Informational Technology goals support more than one institutional goal. There is no one-to-one relationship, but rather alignment with the overall direction of the University. By developing this matrix, UTAC affirmed that the technology goals further the goals and initiatives of the University.

<table>
<thead>
<tr>
<th>Institutional Goals 2011 - 2015</th>
<th>Information Technology Goals</th>
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<tbody>
<tr>
<td>1. Broaden the base of productive and educated citizens</td>
<td>1 Access 2 Communication 3 Engagement 4 Facilities and Infrastructure 5 Online Learning 6 Standardization 7 Support and Training</td>
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<td>2. Enhance student learning through civic, professional, and research engagement</td>
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<tr>
<td>3. Support the development and maintenance of nationally prominent undergraduate, graduate, and professional programs</td>
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<tr>
<td>4. Promote the development of scholarly, research, and creative endeavors that are nationally recognized</td>
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<tr>
<td>5. Provide a learner-centered environment in which the contributions of students, faculty, and staff are valued</td>
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