ELEVATING TO NEW LEVELS OF SUCCESS
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Letter from the CIO

The Office of Information Technology (OIT) embarked on a mission to introduce a new brand reflecting OIT’s transition from a technology-focused entity to a customer-oriented department. With top-tier customer service and success at the forefront of our minds, we decided on a distinct tagline of powerful action words to embody the essence of our intent in interacting with the UTSA community: Collaborate – Innovate – Succeed.

Throughout the year, OIT staff, comprising approximately 150 thriving part-time and full-time professionals, collaborated with various stakeholders across different departments at the University to support research endeavors and academic success. Our staff demonstrates its commitment to our new brand by fully ensuring that our customers who are mainly UTSA students, faculty and staff take precedence in all of our relations and are treated with the utmost integrity and excellence.

OIT’s new brand, therefore, further exemplifies our steadfastness in supporting UTSA in its quest for Tier One designation. It also reflects our stance as harbingers for change and demonstrates our firm dedication to supporting the UTSA community by offering unparalleled customer and technology services. Within OIT, innovate means opening our minds to new ideas and ways of thinking. It is this open-minded approach which has driven us to not just meet, but surpass customer expectations.

OIT will remain committed to delivering top-tier customer and technology services to ensure that we always exemplify outstanding customer service in an effort to help our students succeed.

Bryan Wilson

CIO and Interim Vice Provost, Information Technology
Executive Summary

UTSA strives to reach Tier One status by successfully aligning its goals and resources with the five strategic goals below. The university has devised Blueprint UTSA to help increase the level of student success at UTSA. UTSA’s five strategic goals designed to help reach Tier One status state:

1. We will transform students into successful scholars, global citizens and leaders.
2. We will create scholarly work and research that significantly impacts society.
3. We will enrich the quality of life and economic prosperity of the communities we serve.
4. We will deliver world-class resources, support and infrastructure commensurate with a Tier One institution.
5. We will achieve recognition and esteem as a premier research university.

(Blueprint UTSA, 2017)

In an effort to support the university's goals of achieving Tier One designation OIT revamped its mission and vision statements. The new mission and vision statements, which align with the five strategic goals identified in Blueprint UTSA as well as the four goals outlined in the Texas Higher Education Coordinating Board’s (THECB) 60x30TX Plan, are focused on three overarching areas: Collaborate, Innovate, and Succeed.

For each section within this plan, OIT has adopted some new activities that align with the five goals in the Blueprint UTSA and support the university’s drive toward Tier One status. All of the activities are long-term with short-term accomplishments.

**OIT Mission Statement**

The Office of Information Technology is committed to student, faculty and staff success and advances in research, through collaboration and innovation.

Our staff is dedicated to providing outstanding service to the UTSA community.

**OIT Vision Statement**

To be a world class organization and a trusted partner in developing solutions that advance educational excellence and research at UTSA.
UTSA Goal 1: We Will Transform Students into Successful Scholars, Global Citizens and Leaders

As UTSA strives to offer students a superior educational experience the university moves closer to achieving Tier One status. The educational experience exceeds beyond the classroom with university departments and services that support learning experiences and inspire student engagement and mentoring.

OIT collaborates with both internal and external offices to supply students with the tools and services needed to lead them toward success. Additionally, OIT plays an integral and collaborative role in course design, student support, and development to aid current and prospective graduate students in their academic pursuits. OIT must expand our services to help track student attendance, supporting studies that state high attendance improves the graduation rate. To achieve Tier One status, OIT must also ensure students, faculty, and staff are aware of the services OIT offers.

UTSA Strategies

1.1: Ensure students are taught and mentored by the best teaching professionals and experts in their field.
1.2: Create a student-centered educational support culture that provides exceptional advising, thoughtful counseling and superior mentoring.
1.3: Encourage a robust culture of student engagement and campus life experience to support student success and leadership development.

Students registering at the annual 2017 OIT Spring Tech Conference.
OIT Activities to Meet UTSA Goal 1: OIT will expand its services, community involvement, and funding opportunities to help provide the resources needed for students to succeed at UTSA and beyond.

Students:

- Participate in student success initiative committees and offer guidance for technology.
- Develop technology solutions to reach the growing population of mobile-first students.
- Deliver exceptional technical support to offer technology resources and guidance to students in an effort to advance research and assist in academic progress.
- Enhance computer workstations at both the main and downtown campuses to ensure students have access to the tools needed to succeed.
- Actively work to support the UTSA academic internship by hosting a minimum of two UTSA interns per year.
- Increase overall student engagement and provide technical training directly to students.
- Improve outreach to students through tabling and student-centered OIT events for promoting OIT products and services.

Faculty and Staff:

- Explore, encourage and seamlessly integrate new teaching technology to improve the teaching and classroom experience.
- Collaborate with faculty to enhanced classroom interactions with students through increased usage of a standard student response system to improve student success.
- Organize quarterly meetings with the OIT Faculty Advisory Committee to discuss university-wide initiatives to track student attendance and support student success.
- Provide support to implement technology tools to enhance the student advising experience.
- Increase the awareness of funding opportunities for student-centered projects via the OIT Academic Support Solutions Fund.

UTSA Community:

- Promote software, services and the best security practices to enrich the UTSA community’s learning experiences and safety.
- Garner feedback and increase awareness of OIT products, services and security practices through focus group surveys.
- Provide and expand OIT training courses to ensure UTSA faculty, staff and students are aware of the best technology tools, security and research practices.
- Serve as a technology partner to research and pursue grant funding opportunities aimed at fostering technological innovations and enhancing student life on campus.
- Collaborate with other higher education institutions, industries, and communities to refine strategies to enhance the student advising experience with technology tools.
UTSA Goal 2: We Will Create Scholarly Work and Research that Significantly Impacts Society

UTSA’s vision is to become a Tier One research institution. A large part of today’s research requires a state-of-the-art technology infrastructure. UTSA continues to encourage collaboration and innovation to create a research environment that receives recognition and fosters discovery.

To become Tier One, UTSA must have a technology environment that supports student success. OIT must be able to increase the research expenditures and deliver applications with up-to-date interfaces that meet or exceed students’ and faculty expectations. OIT has begun and will continue to publicize its infrastructure and encourage its use for research, teaching, and community outreach.

UTSA Strategies:

2.1: Hire clusters of renowned research scholars and creative faculty, and recruit exceptional graduate students, in areas that can expand and establish UTSA’s national and global prominence.

2.2: Incorporate greater accountability at all levels of the University to ensure Tier One research and creative goals are being met.

2.3: Increase the number of UTSA departments that have achieved national and international recognition and improve the overall ranking of UTSA.

2.4: Strengthen support for established and emerging interdisciplinary areas while enhancing research collaborations and partnerships.

2.5: Provide an optimal research environment for faculty by reducing the financial and administrative burden on colleges and departments.

Students at the UTSA Undergraduate Research and Creative Inquiry Showcase
OIT Activities to Meet UTSA Goal 2: OIT will improve its research infrastructure and level of community engagement to foster innovative research and discovery.

Students:

➢ Provide incentives for students across disciplines to learn and utilize various technologies.

Faculty and Staff:

➢ Provide metrics to university leadership on IT research service utilization for faculty and staff.
➢ Improve technical infrastructure and expand faculty and staff resources.
➢ Collaborate with departments to leverage promotion of research through OIT channels.
➢ Provide tools to collect and analyze survey information.

UTSA Community:

➢ Provide consulting services specific to various disciplines to expand the research.
➢ Enhance administrative support and technology offerings to reduce the administrative and financial burden on the university.
➢ Increase outreach to non-STEM disciplines to spur recognition.
➢ Identify and facilitate cost-efficiency for IT software and hardware.
➢ Collaborate with researchers working on grant proposals and assist them with the technical portions of their proposals.
➢ Collaborate with faculty recruitment and graduate centers to promote UTSA technology.
➢ Develop a heavily utilized research and teaching center with the expansion of additional computer technology and software applications.
➢ Promote the discovery and innovative research at UTSA on OIT social media platforms to market to the UTSA community to both internal and external audiences.
➢ Ensure the continued evolution of top-tier resources to facilitate the academic and research pursuits of the UTSA community.
➢ Improve outreach methods to strengthen the core relationship between UTSA and other organizations.
UTSA Goal 3: We Will Enrich the Quality of Life and Economic Prosperity of the Communities Served

UTSA is committed to establishing a brand known for making positive changes globally. As the university strives for brand recognition, it will intensify the level of engagement initiatives. Consistent engagement provides new perspectives, leadership skills, and creates a better opportunity to succeed.

OIT engages with students, faculty and staff, along with other external organizations. Furthermore, OIT host and participates in annual conferences with other institutions to collaborate on innovative ideas to succeed. In support of Goal 3, OIT must broaden its community engagement level with the UTSA community, organizations, and institutions to help ensure the perception is visible and favorable. OIT must also enrich the community by creating philanthropic support opportunities for students to succeed.

UTSA Strategies:

3.1: Provide the community with substantial human resources through the engagement of students and faculty in service learning activities.
3.2: Create new, strategic public-private partnerships with educational institutions, industry, government and venture partners that strengthen the economic well-being of our community and enhance ties with the University.
3.3: Serve as a catalyst in collaborating on economic development initiatives, technology commercialization ventures, and fostering creative and cultural exchanges.
3.4: Enhance community ties by offering music performances, artistic exhibitions and athletic events that build community support and alumni loyalty.
OIT Activities to Meet UTSA Goal 3: OIT will enlarge its community engagement to represent leadership, endorse innovative opportunities and support academic achievements.

Students:

- Facilitate technology mentorships for students with student organizations.
- Create technology user groups for higher educational organizations globally to expand partnerships and identify key personnel to lead groups on campus.
- Create and actively engage in departmental student camps while providing technology expertise.
- Sponsor technology commercialization ventures through encouraging innovation amongst students.
- Collaborate with student organizations to assist with technology consulting needs during UTSA events.
- Expand student internship opportunities within OIT, allowing staff to mentor students and provide career exposure.

Faculty and Staff:

- Offer training methods in easily consumable formats to engage all audiences and promote OIT Services and Products.
- Foster a symbiotic relationship between OIT and other departments and institutes on campus to spur economic development.
- Improve collaboration with UTSA faculty chair members through briefings on OIT service offerings.
- Encourage and incentivize volunteer time from OIT staff to promote the philanthropic support of the UTSA brand.

UTSA Community:

- Improve partnerships with other UTSA departments to collaborate and exchange best practices.
- Continue to actively engage in local, national, global organizations, summits, and conferences to collaborate and strengthen partnerships with other educational institutions.
- Become active members in collaborative co-working spaces and groups to exchange innovative ideas.
- Improve outreach methods to strengthen the relationship between other institutions.
UTSA Goal 4: We will Deliver World-Class Resources, Support and Infrastructure Commensurate with a Tier One Institution

The focus of the Goal 4 OIT strategies will be to utilize intelligent automation to build better processes and infrastructure. OIT will embrace and work alongside intelligent technologies to enhance the student, faculty and staff experience at UTSA.

UTSA Strategies:

4.1: Create a comprehensive resource management system that excels at productivity and efficiency.
4.2: Implement a new budget allocation model that is transparent and data driven, supports entrepreneurship and innovation, and better aligns resources with the Blueprint UTSA Plan.
4.3: Enhance the philanthropic activities that enable the University to provide academic, research and student excellence.
4.4: Develop a comprehensive undergraduate and graduate recruitment and retention system to achieve UTSA’s overall enrollment goals.
4.5: Expand resources and financial support from UTSA stakeholders and allies through philanthropy, grants and contracts, public-private partnerships and commercialization activities, the UT System and the Texas Legislature.
4.6: Build, renovate and maintain state-of-the-art facilities to support UTSA’s Tier One goals.
4.7: Evolve the role of the Downtown Campus as a key asset in alignment with the institution’s strategic priorities.
4.8: Create a Tier One operations environment by streamlining administrative processes, by reducing cost and by improving customer service.
4.9: Develop cutting-edge information technology (IT) systems that support teaching, research and administration.

A student using one of the many computer workstations provided by OIT.
OIT Activities to Meet UTSA Goal 4: OIT will improve and expand the infrastructure to aid the demand of IT support that plays a significant role in the university's level of success.

**Students:**
- Provide world-class infrastructure to improve the student experience and student success.
- Improve student success by providing centralized access to university resources in a single environment.
- Streamline business processes to increase student enrollment and revenue.
- Provide world-class infrastructure to improve the capabilities of our students, faculty, staff, and researchers to improve student success, the student experience and improve business operations.

**Faculty and Staff:**
- Establish an internal cloud facility for research and training purposes and provide a staff position with cloud expertise.
- Establish a culture within the research support group of actively soliciting grants for infrastructure improvements.
- Establish and maintain data governance to ensure accuracy of data reported as well as assign data owners.

**UTSA Community:**
- Enhance the telephone core infrastructure to ensure the continued availability of telephone communications to support university business process.
- Provide improved reliability of the infrastructure to ensure both Main and Downtown campuses have a larger strategic role within the University.
- Create a UTSA IT Governance committee for review, prioritize campus-wide IT efforts and approval of IT initiatives/projects for distributed and central IT.
  - Consolidate IT products and services purchases, to better leverage UTSA’s buying power, streamline business processes, and increase the availability of funding.
- Provide reliable and scalable computing research to support university business and research needs.
- Launch a high-speed research-specific network to support access to Texas Advanced Computing Center (TACC).
- Create a High Performance Computing (HPC) training subgroup and provide continuous training on HPC and Vizlab systems.
- Establish three secured, multi-tenant, cross-department/center research labs with supporting secured research data center infrastructure.
UTSA Goal 5: We Will Achieve Recognition and Esteem as a Premier Research University

UTSA seeks recognition as a premier research university. To succeed the university must promote the achievements of its students, faculty, and alumni that guide the university toward Tier One status. OIT has a high brand perception, which helps market different academic programs, events, and achievements.

Various OIT departments promote UTSA’s narrative and profile to help earn national and international esteem. OIT must collaborate with internal and external offices to ensure the brand of our world-class university receives recognition.

UTSA Strategies:

5.1: Develop a distinct identity and personality for UTSA that establishes our brand promise and enhances credibility.
5.2: Create a powerful affinity and drive engagement by promoting a culture of shared vision and values with our stakeholder community.
5.3: Advance UTSA’s position as a world-class university by promoting achievement in academics, research and community engagement on the state, national and international scale.

One of five UTSA students who earned a National Science Foundation (NSF) fellowship.
OIT Activities to Meet UTSA Goal 5: OIT will expand its marketing services, community engagement, and partnerships to help the university receive world-class recognition.

**Students:**

- Provide website accessible information on state-of-the-art projects, research, and resources enriching the student experience.
- Promote technology-enhanced innovations that support student success through a collection of channels.
- Increase outreach to students to promote academic achievement.
- Communicate with student organizations to improve the research recognition and community engagement.
- Promote the high level achievement of graduating cohort and a top tier student body.

**Faculty and Staff:**

- Align with University Communications in producing and publishing articles highlighting research to ensure continuity and consistency.
- Seek opportunities to share best practice experiences with education network resources globally.
- Collaborate with University Communications to promote UTSA faculty’s scholarly achievements nationally and internationally.
- Interview and highlight different faculty to highlight technology implementations geared towards student achievement.

**UTSA Community:**

- Develop a balance between enterprise and cloud services to allow interviews and feature stories promoting research to be delivered on demand.
- Continue to use OIT social media platforms to market the university and achievements of the UTSA community to both internal and external audiences.
- Improve and expand marketing methods to ensure the UTSA brand is recognized strongly on a national and international scale.
- Enhance existing media platforms to allow for searchable articles and media on UTSA Research.
- Promote UTSA’s reputation as an aspiring Tier One university through global publications.
- Create graphical elements to support campaigns and share milestones and innovations between the university, peer institutions, vendor partners, and other stakeholders.
- Expand marketing outreach to UTSA alumni at tech conferences and acknowledge lifelong Roadrunners who have succeeded and continue to succeed through video production.
Concluding Thoughts

The OIT Strategic Plan will serve as a guide toward accomplishing both our short-term and long-term goals. Technology is always changing; therefore, OIT will annually review this plan and update as needed to ensure it always reflects OIT’s and the university’s goals. By aligning OIT’s new commitments with Blueprint UTSA we are exemplifying commitment to excellence, collaboration, and a strategic partnership. As OIT moves forward in the journey towards Tier One, it is important that OIT collaborates with all internal and external departments, and focus on contributing to the Blueprint UTSA, the THEBC 60x30TX Plan, and OIT’s three primary goals:

Collaborate - Innovate - Succeed