



TEXAS A&M UNIVERSITY

Technology Services



# TECHNOLOGY SERVICES STRATEGIC PLAN



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## GUIDING PRINCIPLES

1. Align with institutional goals
2. Prioritize customer needs
3. Maximize institutional impact
4. Embrace innovation and collaboration
5. Foster engagement and growth
6. Prioritize security in all aspects of service design and delivery

## VALUES

We align our focused values to the six core values of the University [Purpose & Values | Texas A&M University \(tamu.edu\)](#).

- **Respect:** Foster an environment of transparency by sharing information openly, listening actively, and valuing diverse perspectives. Demonstrate respect by completing tasks and projects reliably and communicating transparently with all stakeholders.
- **Excellence:** Pursue continuous improvement in processes, skills, and technologies to deliver superior IT services. Encourage innovation by implementing new ideas and approaches to improve outcomes and support organizational goals.
- **Loyalty:** Demonstrate loyalty through responsible stewardship of digital, financial, and human resources, aligning efforts with campus and business partners to enable sustainable success while maintaining strong relationships.
- **Leadership:** Exemplify leadership by addressing issues promptly, adapting to change, and delivering consistent results that meet the evolving needs of stakeholders. Encourage forward-thinking solutions and embrace change to drive progress.
- **Integrity:** Embed integrity in all aspects of work by prioritizing security, ensuring robust practices are in place, and fostering a culture of trust and privacy. Maintain reliability by providing dependable IT services and minimizing disruptions.
- **Selfless Service:** Promote selfless service by fostering collaboration, teamwork, and open communication to solve problems, share knowledge, and achieve shared objectives that benefit the entire community.

## VISION STATEMENT

Empowering the Texas A&M Community to advance our teaching, research, and land-, sea- and space- grant mission through innovative, effective, and resource-conscious Technology Services. We lead with integrity, demonstrating unwavering dedication to exceptional customer service.

## VICE PRESIDENT FOR INFORMATION TECHNOLOGY & CIO KEY OBJECTIVES

### Top 5 Objectives (outcomes of our work)

**1. Peer Leading:** Provide reliable, scalable, and secure enterprise-grade services that support the Texas A&M mission of a land-, sea- and space- grant institution [*mission of teaching, research, and outreach*].

**2. Community Focus:** Focus on the voice of our customer to enhance resource optimization and deliver exceptional customer service to faculty, students, and staff by strategically managing Information Technology for maximum value at Texas A&M.

- **Academics:** Implement and integrate innovative technology solutions that enhance the classroom experience and student success.

- **Research:** Provide researchers with a flexible, robust, and secure technology platform that enables collaboration and reduces the time-to-science.

- **Operations:** Deliver reliable, secure, and scalable services to increase operational efficiency and effectiveness for the university.

- **Student Experience:** Engage with students and focus on technology solutions that elevate the student experience and foster the development of responsible digital citizens.

**3. People-Centric Culture:** Cultivate a highly skilled, motivated, and engaged workforce by providing comprehensive professional development opportunities and clear career progression pathways.

**4. Resource Accountability:** Establish a comprehensive strategy for enterprise services and platforms to optimize the use of resources to reduce costs, improve efficiencies and increase productivity.

**5. Security:** Embed privacy and security as fundamental priorities into the design and delivery of all services and initiatives across all levels of the organization; create a culture that values privacy and security as the responsibility of all Texas A&M employees.

## OBJECTIVE 1: PEER LEADING

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Provide reliable, scalable, and secure enterprise-class services that support the Texas A&M mission of a land-, sea- and space- grant institution [*mission of teaching, research, and outreach*].

### Underway

**Goal 1.1:** Deliver modern, unified support to campus through integrated service desks and effective processes including and not limited to:

- a single IT service portal for reporting incidents and requesting assistance
- a single catalog of IT services
- ITIL Service Desk Management practices
- project initiation and management
- change management processes
- major incident handling
- software development life cycle management
- enterprise service management

**Goal 1.2:** Continue to provide and enhance scalable and cost-effective cloud-based collaborative solutions (Google Workspace, Microsoft 365) that adhere to federal and state compliance regulations, including accessibility standards, ensuring robust collaboration while maintaining regulatory compliance. In the near term, complete implementation of storage quotas to ensure sustainability without disruption to usage patterns.

**Goal 1.3:** Define enterprise-class service requirements and standards. Minimum expected: highly available, significantly scalable, fully automated, delivered to entire community, actively governed and managed using performance and trending metrics, well-documented, appropriately staffed, fully supported, and appropriately leveraging on-prem and cloud as needed.

**Goal 1.4:** Identify 4 core service offerings and develop an executable plan to design, build, operate, deliver, and support them to the campus at an enterprise-class level. Initial initiatives include Enterprise Backups (Rubrik), Enterprise Compute (VM, Containers), Enterprise Storage (CIFS, NFS, Object), and Enterprise Network Services.

### Emerging

**Goal 1.5:** Evaluate the effectiveness of the current IT operating model (Design, Build, Run, Deliver, Security, Networking, Applications) every 2 years for improvements and adjustments.

**Goal 1.6:** Create a process and develop partnerships to evaluate emergent technologies on a quarterly basis that are innovative, adaptable, and scalable that support the University to consistently leverage cutting-edge technologies.

**Goal 1.7:** Establish a collaborative, multi-system member center of excellence for

artificial intelligence to spearhead interdisciplinary research, innovation, and education in AI technologies, fostering collaboration for societal impact and economic growth.

## **OBJECTIVE 2: COMMUNITY FOCUS**

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Focus on the voice of our customer to enhance resource optimization and deliver exceptional customer service to faculty, students, and staff by strategically managing Information Technology for maximum value at Texas A&M.

### ***Academics***

Implement and integrate innovative technology solutions that enhance the classroom experience and student success.

#### **Underway**

**Goal 2.1:** Partner with Colleges to design and implement adaptable infrastructure and services to provide faculty, graduate, and undergraduate students with versatile, next-gen, user-friendly teaching environments.

**Goal 2.2:** Utilize technology to aid in crafting transformative learning experiences.

**Goal 2.3:** Align technology to support Student Affairs requirements of the Get Involved Strategic Platform supporting risk management, event planning and promotion, NSC, Corps scholarships applications, Corps FOW check in, sport club members, etc. Support the advancement and modernization of tools and services that support student success.

#### **Emerging**

**Goal 2.4:** Construct cutting-edge classroom technology that is consistent, ubiquitous, and technologically advanced.

**Goal 2.5:** Provide modern collaboration, file storage and back-up solutions that are robust, scalable and accessible.

### ***Research***

Provide researchers with a flexible, robust, and secure technology platform that enables collaboration and reduces the time-to-science.

#### **Underway**

**Goal 2.6:** Partner with Vice President for Research and Sponsored Services to:

- Assist new faculty hires to best utilize start-up funds related to technology during the hiring process
- Use AI for grant proposal processes
- Offer a TAMU research data library service to manage a project's data management lifecycle (pre-award to project conclusion), demonstrate project success, maintain compliance, and create a searchable archive
- Establish core research facilities with instruments (e.g., XRF spectrometer) and

other capabilities that support PI research

- Establish and maintain a comprehensive map of campus instruments/facilities capabilities, locations, and points of contact

**Goal 2.7:** Promote the adoption of secure computing and data management best practices among researchers, enhancing research competitiveness and compliance standards.

**Goal 2.8:** Support responsible and secure experimentation with generative AI tools

**Goal 2.9:** Facilitate technology access and communicate available services for researchers, enabling rapid engagement in research and accelerating time-to-science.

### Emerging

**Goal 2.10:** Examine options for addressing the demands of large-scale research data transfer and collaboration with external partners, including institutions, national laboratories, and industry stakeholders, to enhance data sharing capabilities and support collaborative research initiatives.

**Goal 2.11:** Enhance research efforts by modernizing and promoting advanced research technologies within the research community.

**Goal 2.12:** Forge partnerships across the research community to identify research initiatives that can leverage emerging technologies effectively.

### Operations

Deliver reliable, secure, and scalable services to increase operational efficiency and effectiveness for the university.

### Underway

**Goal 2.13:** Engage in strategic dialogues to enhance awareness and access to Technology Services' resources.

**Goal 2.14:** Enhance service delivery consistency and transparency through shared governance, business relationship management, IT Transformation, and project and product management practices.

**Goal 2.15:** Enhance IT Governance alignment by developing an inclusive model for decision-making and outcome delivery that aligns with both Technology Services and institutional goals.

### Emerging

**Goal 2.16:** Optimize enterprise service offerings by expanding service value in alignment with enterprise priorities and through leveraging new technological innovations.

## **Students**

Engage with students and focus on technology solutions that elevate the student experience and foster the development of responsible digital citizens.

### **Underway**

**Goal 2.17** Continue making enhancements to Get Involved platform, a web application that assists students and the Division of Student Affairs in managing student organizations by centralizing and automating features from old software applications. Enhancements to form and workflow components will improve processes for various applications and events. The platform will replace Maroonlink. Additionally, new functionality will be added to support concessions permits approvals for student organization events at Texas A&M.

**Goal 2.18:** Modernize wireless infrastructure to provide stronger, more consistent Wi-Fi signals and significantly improved support for Internet of Things (IoT) devices to allow more devices to connect to the network in more places.

**Goal 2.19:** Increase network speeds and capacity so students will see faster performance and less lag time once upgrades are complete. This allows more bandwidth for all computing needs, including streaming and gaming.

### **Emerging**

**Goal 2.20:** Create multiple feedback channels to capture the voice of the students related to our technology services and their campus technology experience.

**Goal 2.21:** Become the source of truth and single correct response (easier faster better); Increase access to help and information that is accurate, timely, and easy to use and access.

**Goal 2.22:** Maintain and advance technologies to support institutional efforts directed towards enrollment, retention and student success.

**Goal 2.23:** Develop a comprehensive plan for management of IoT and personal devices

**Goal 2.24:** Enhance student engagement and satisfaction by effectively communicating our services and actively listening to their feedback, ensuring clear and managed expectations.

## OBJECTIVE 3: PEOPLE-CENTRIC CULTURE

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Cultivate a highly skilled, motivated, and engaged workforce by providing comprehensive professional development opportunities and clear career progression pathways.

### Underway

**Goal 3.1:** Address Career Paths and discuss the next steps for Technology Services. If this means forming a committee to create strategy, a process, or even set expectations for the IT professionals, then we have a game plan moving forward.

**Goal 3.2:** Enhance the mid-year review process to further focus on employee development and career goals.

**Goal 3.3:** Create a clear path for student employees to learn and grow within Technology Services, preparing them for the job market and providing opportunities for full-time employment with the university (SPRITE, CAP, etc).

### Emerging

**Goal 3.4:** Increase professional development opportunities across Technology Services.

**Goal 3.5:** Create a long-term plan to address market salary adjustments and equity issues.

**Goal 3.6:** Expand mentoring program to encourage more participation, with a focus on technical mentoring.

**Goal 3.7:** Align skillsets to emerging technology needs and allow opportunities for professional growth while also providing expanded career opportunities

## OBJECTIVE 4: RESOURCE ACCOUNTABILITY

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Establish a comprehensive strategy for enterprise services and platforms to optimize the use of resources to reduce costs, improve efficiencies and increase productivity.

### Underway

#### ***Budgeting and Reporting***

**Goal 4.1:** Continue to improve financial reporting within Technology Services to better capture drifts from plans, shifting trends of consumption and utilization, and budget forecasting.

**Goal 4.2:** Compile a list of core services that currently exist or should be offered centrally.

### ***Rates and Procurement***

**Goal 4.3:** Assess and evaluate the IT procurement processes and tools to increase automation, improve integrations, make renewals simpler, and decrease processing time.

**Goal 4.4:** Increase utilization of TechHub collective buying power to increase standardized technology hardware, streamline purchasing experience, and reduce delivery lead times to put robust and reliable right-fit technology into the hands of customers faster and more cost-effectively.

### **Emerging**

**Goal 4.5:** Optimize the Software Center processes to support a shared-service model in the coordination and procurement of standardized applications, license terms, and agreement oversight and accountability, while demonstrating savings through collective buying power and economies of scale.

**Goal 4.6:** Optimize the funding model for Technology Services by collaborating with the Division of Finance to create a sustainable formula that aligns with institutional growth.

**Goal 4.7:** Review new Requests for Proposals (RFPs) and contract renewals to ensure they clearly outline objects and costs while aligning with the university's overall strategy.

**Goal 4.8:** Ensure a clear and consistent billing process for all campus members.

**Goal 4.9:** Develop a comprehensive process for managing commercial cellular operator network assets and relationships, encompassing the scope and breadth of network coverage and capacity, technical innovation and fiscal accountability.

### ***Transaction Processing***

**Goal 4.10:** Reduce the time and repeatable steps required to complete procurement transactions.

**Goal 4.11:** Standardize the time and format of Technology Services billing practices to provide bills that are accurate, transparent, and understandable.

### ***Rates and Procurement***

**Goal 4.12:** Redesign and re-implement the operating process and tools used for setting service center rates and integrate with budget reporting and forecasting tools.

## OBJECTIVE 5: SECURITY

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Embed privacy and security as fundamental priorities into the design and delivery of all services and initiatives across all levels of the organization; create a culture that values privacy and security as the responsibility of all Texas A&M employees.

### Underway

**Goal 5.1:** Develop a unified Identity and Access Management solution that meets college and division business requirements while enhancing security measures and reducing risk.

**Goal 5.2:** Enhance communication and collaboration with the System Cybersecurity Office and Research Security Office through data sharing and integration of tools, processes, and policies.

**Goal 5.3:** Improve the annual risk assessment process through a focus on automation, continuous monitoring, and field-based assessment activities.

**Goal 5.4:** Simplify the number of security agents that are installed on university devices, in order to clarify and standardize the security posture of university assets and ensure appropriate monitoring and telemetry is available to meet state requirements.

### Emerging

**Goal 5.5:** Through user education and awareness campaigns, create a culture that values privacy and security as the responsibility of all Texas A&M employees and students.

**Goal 5.6:** Prioritize and invest in appropriate security tools to protect the university's physical infrastructure against novel and emerging threats to building automation and operational technology.

**Goal 5.7:** Build and configure tools and platforms to support application security: cloud-native application workflows, containerization security tools, application assessment and penetration testing, and secure SDLC practices.

**Goal 5.8:** Address emerging research security and compliance mandates from federal and state partners: CMMC certification, NSPM-33, NIST 800-171 and CUI, federal zero trust architecture mandate, etc.