

# UNT ENTERPRISE – IT ORGANIZATIONAL ASSESSMENT

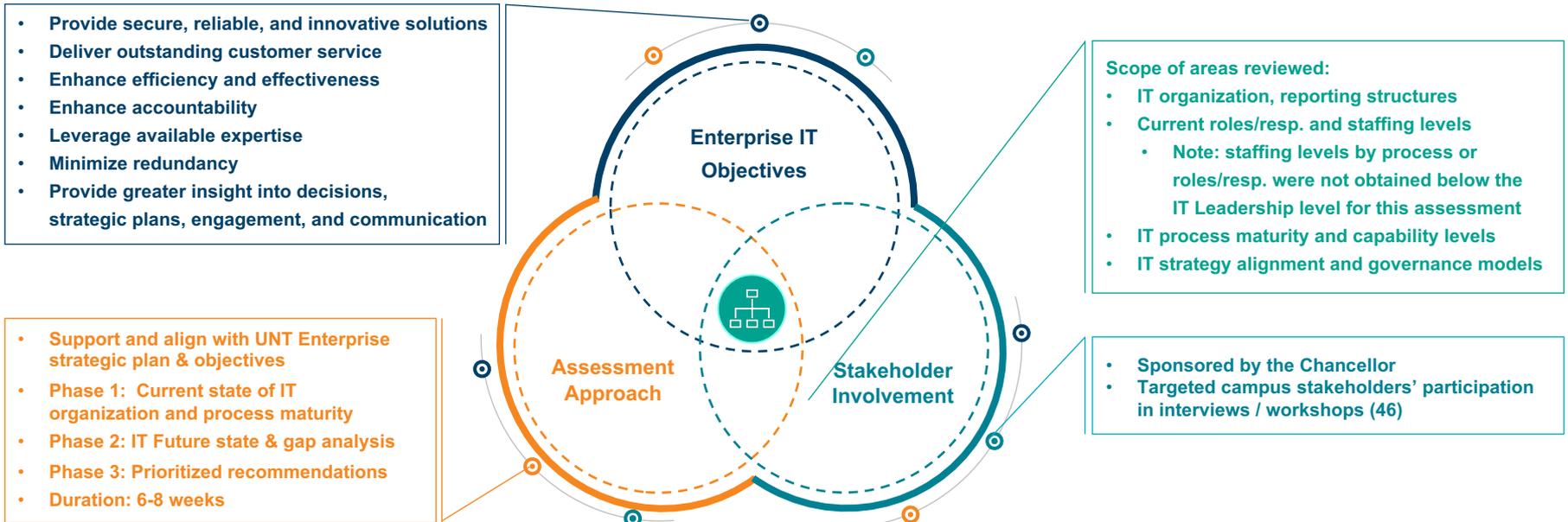
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# IT ORGANIZATION REVIEW – PROJECT OVERVIEW

UNT Enterprise's IT department is undergoing a strategic transformation to better align its service delivery, organizational structure, and business interaction model with the overall enterprise strategies. In support of this transformation, Protiviti performed an IT organizational review across all four UNT institutions that evaluated the IT organizational structure and capabilities as well as IT strategy and existing governance models, and overall operating models and capability maturity. Specifically, Protiviti focused on:

- 1) Assessing the current IT organizational structure,
- 2) Ensuring a scalable and future-ready workforce model is in place,
- 3) Establishing governance, accountability, and agility to deliver against enterprise strategic plan and objectives

To ensure efficiency and minimize rework, Protiviti additionally leveraged information from prior engagements (Gartner, McChrystal Group, IT audits, etc.) to inform and drive stakeholder interviews.



# CURRENT STATE ANALYSIS: WHAT WE SAW

During the information gathering phase of the engagement, Protiviti noted several thematic issues impacting IT at an UNT Enterprise level. These observations, sourced from stakeholder interviews and documentation reviews, were aggregated into common themes or focus areas as described below. The observations were used as inputs to the provided recommendations and addressing them is a key part of the design of our target state.

## New Leadership



UNT Enterprise has introduced new IT leadership and has experienced high IT turnover. While the new Leadership is introducing enhanced processes, many of these changes are in the beginning stages and have not yet had the opportunity to show the desired impact.

## IT Processes Undocumented and Limited Standardization



Across the IT enterprise, standards, and guidelines generally are not published, are out-of-date, or are inconsistent across the IT departments, resulting in a lack of standardized processes and stakeholder understanding of processes.

## Siloed IT Organizational Structure



The bifurcated structure of the IT department limits its ability to communicate and collaborate effectively. This has resulted in a lack of understanding of roles and responsibilities enterprise wide and may ultimately manifest itself in challenges resolving major issues, downtimes, and root cause identification, among others.

## Low Confidence in a Centralized IT Delivery Model



Historically consistent turnover of leadership, decentralization of IT services, territorialism, and dissatisfaction with UNT System performance and communication has impacted the institutions' perception of System's IT capabilities. Some campus stakeholders do not believe they have received the appropriate value from centralized services and/or the appropriate level of transparency or collaboration in decision making related to services provided.

## Limited / Inconsistent Strategic Partnership with Enterprise



IT is largely viewed as a utility provider (focused on keeping the lights on and acting on requests from business leadership). In order to play the role of strategic partner to the Enterprise, the IT team will need to increase maturity and efficiency of the core processes addressed in this assessment and engage as a partner in the Enterprise Strategic Planning processes, and institutional stakeholders will need to be open to proactive involvement of IT during initial stages of needs identification.

## Limited Available Data for IT Performance Metrics



IT related metrics are limited due to poor data quality, data recorded in an inconsistent manner, or data not being recorded / available, resulting in IT's limited ability to develop meaningful metrics including trend analysis. IT's inability to reference a single source of truth when reporting performance, and IT's limited ability to perform root cause analyses is keeping IT in a reactionary state enterprise wide.

## No Enterprise Architecture Practices



Enterprise Architecture (EA) provides the guardrails for the organization to ensure that technology aligns with the institution and can support the strategic objectives of the organization through both feasibility of initiatives and implementation of projects. However, Enterprise Architecture practices across the enterprise are not consistently or formally conducted.

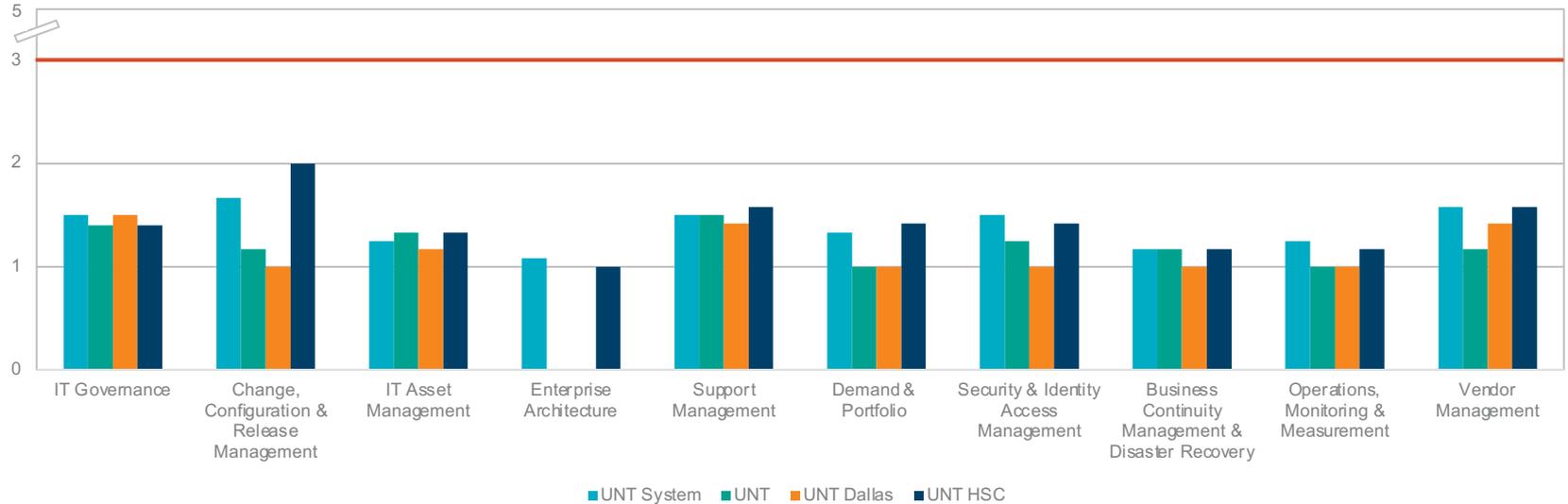
## Presence of Shadow IT



Where there is a disconnect between expectations from Business Leadership and IT Services, Business Leadership tends to focus on building out that capability, rather than partnering with IT Leadership to resolve the expectation gap. Additionally, funds are used to secure IT assets/resources without involvement of IT, leading to additional unforeseen support, maintenance and compliance costs associated with these purchases.

# CAPABILITY MATURITY SUMMARY

As part of the evaluation of the current state, 10 key processes of IT were analyzed using two key frameworks: the Capability Maturity Model and 6 Elements of Infrastructure. Each of the four institutions were evaluated individually, and a summary is shown below (for details, please reference [Supporting Materials: Current State Maturity Models](#)). Pockets of excellence as well as plans for maturing processes and standards were identified throughout the evaluation process. However, due to the lack of consistency across the institution, the maturity of the current initiatives, and the scalability of activities performed, UNT as an organization largely falls within the “Initial” stages of maturity, with some areas trending towards “repeatable.”



Legend					
1	Initial (Beginning)	3	Defined (Maturing)	5	Optimizing (Transformational)
2	Repeatable (Emerging)	4	Managed (Proactive)	Recommended Maturity	

Note: CMM and Six Elements of Infrastructure frameworks are proprietary to Protiviti Inc. - used by UNT with permission.

# WHY CHANGE?

The IT Function across the UNT Enterprise is reactive and characterized by a lack of consistency, clarity and reliability. While IT currently struggles to meet the full criteria of a "Utility Player, the needs of UNT Enterprise require IT operate as a "Value Enabler" focused on driving business value through a tight partnership with the business and IT groups working together in a proactive, planful manner. It is essential to unify the IT teams under a single organizational and leadership structure.

## Where are you today?

Uncertainty, Reactivity, Stagnation, Inconsistency, Fragmentation

### Current Alignment: Foundation IT Capabilities – "Utility" Provider

- Siloed, fragmented IT Teams
  - Misalignment of institutional and enterprise requirements and technology solutions
  - Siloed technology investments
  - Siloed / lack of accountability for results, inconsistency
  - Limited resource management
  - Small IT shop mindset / inability to scale with the enterprise
  - Slow time to value
  - Inadequate usage of information sharing and analytics
- Resulting in:
- Cost mis-alignment and Limited focus on the future
  - Inability to proactively detect and/or avoid operational failure
  - Inability to proactively respond to system outages
  - Inability to mitigate cyber risks
  - Inability to meet organizational expectations
  - Inability to engage in strategic and emerging technology capabilities
  - Lack of transparency, reliability, and achievement of results

Improvement Roadmap

## Where do you need to be?

Clarity, Collaboration, Unity & Alignment, Forward Progress

### Future Alignment: Value Enabling IT Organization

- Unified IT team under a single organizational and leadership structure
  - Ability to mature into repeatable and consistent processes
  - Collaboration and alignment of enterprise and institutional requirements and technology solutions
  - Increased IT transparency
  - IT efficiencies and streamlining of costs
  - Clear expectations of roles and responsibilities enterprise-wide
- Driving Towards:
- Strategic collaborative outcomes and value; partnership in delivery of services
  - Enterprise and institutional confidence in IT delivery
  - Ability to scale and bring forth innovative ideas and technologies
  - Ability to plan, prevent, and avoid operational failure, detecting in exceptional situations
  - Ability to proactively respond to system outages
  - Ability to better mitigate cyber risks

*Face the Future with Confidence*

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# Key Takeaways

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## ■ What

- Unification of IT roles and teams, system-wide, under a single organizational and leadership structure
- Cohesive structure critical to help evolve/mature into repeatable and consistent processes

## ■ When

- Change begins now with this conversation
- Effective June 1, Campus IT leaders will now report directly to System CIO
- Complete organizational structure evaluation and proposed adjustments by December 31

## ■ Why

- Decentralized IT operations create increased cybersecurity risk and costs
- Bifurcated structure creates confusion, hinders communication and collaboration
- Limited career advancement opportunities for our employees
- Limited ability to scale to meet future needs, innovate, and be proactive
- Low operational maturity driven by lack of standardized processes and procedures as well as inconsistent implementation and adoption

# Key Takeaways (Continued)

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## ■ How does this impact my job?

- Maximize resources and expertise across all units
- Establish robust IT career path options
- Clear roles and responsibilities delineations across the enterprise
- Consistent job description and compensation levels
- New opportunities may affect reporting structure and certain roles (unknown at this time)

## ■ How does this impact our operations?

- No operational disruptions -- goal is to enhance our IT operations, not reduce them
- Greater and smoother internal collaboration without barriers
- Repeatable and consistent processes
- Tighter alignment and partnership in delivery of services
- Increased IT transparency
- IT efficiencies and streamlining of costs

# Next Steps

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## ■ Immediate Priorities

- Organizational Design & Structure
  - Build strong centralized team while preserving local customer care and teamwork
    - Enterprise | Campus | Specialized Services
  - Identify all relevant IT services and resources to move into a unified structure
    - Focus on our resources and their knowledge, talents and expertise
    - Assess traditional IT roles as well as those embedded within business units and adjacent groups
  - Determine org structure last, not first -- “structure follows function”
- Governance Model
  - Design and implement an effective IT governance model
    - Ensure agility and responsiveness (vs. slow and complex)

