IT Transformation
Town Hall Meeting

October 10, 2023

Agenda

UNT SYSTEM | UNT | hsc | UNT DALLAS
Information Technology

- **2:00 p.m. | Welcome**
- **2:05 p.m. | IT Transformation - Progress Update & Next Steps**
  - **“Deep Dive” Areas Interviews**
  - **Service Catalog & Delivery Matrix**
  - **Job Architecture & Compensation Approach**
  - **Next Steps**
- **3:15 p.m. | Moderated Q&A**

Objectives

Organizational Design & Structure

- Better align service delivery, organizational structure, and business interaction model in support of overall enterprise strategies
  - Unify IT roles and teams, system-wide, under single organizational and leadership structure
    - Cohesive structure is critical to help evolve/mature processes (repeatable, consistent)
  - Preserve local customer care and teamwork (Enterprise | Campus | Specialized delivery model)
- Identify all relevant IT services and resources to move into a unified structure
  - 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

- Assess current governance frameworks, structures and/or processes so that we can collectively determine how to best redesign and/or optimize those moving forward
  - Provide greater insight and visibility
  - Ensure agility and responsiveness

Guiding Principles

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Focus on the success of our campus partners

Provide secure, reliable, and innovative solutions

Deliver outstanding customer service

Enhance efficiency and effectiveness

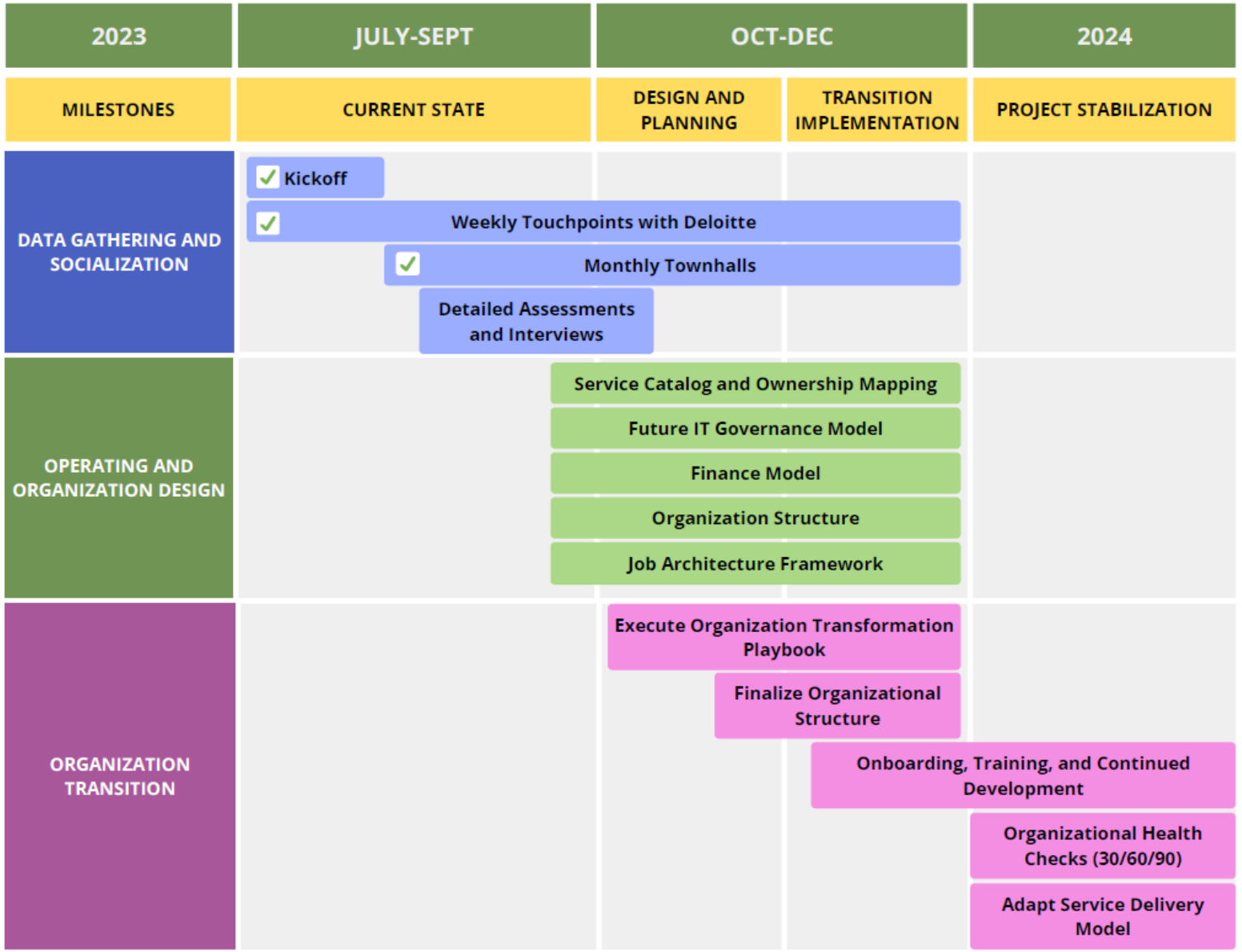
Enhance accountability

Leverage available expertise

Minimize redundancy (cost reduction is <u>not</u> the main driver)

Provide greater insight into decisions and strategic planning

Timeline



Current Focus

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Detailed Assessments/Deep Dive Interviews

Objectives

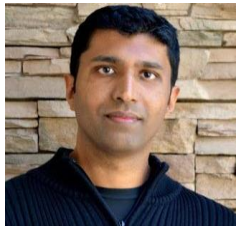
- Gain better understanding of operations, processes, pain points, technology requirements, and interactions for three critical areas: ***academic and classroom technology***, ***data and analytics***, and ***research computing***
- Provide external perspective on current state of service delivery and gather input on vision for the future to help ensure the design for unified IT organization is well positioned to provide tools, resources and structure needed to meet evolving needs

Progress Review

- Total of 21 interviews completed
- Deloitte in the process of documenting observations, findings and recommendations

Sue Van Voorhis
Specialist Leader
Academic Technology

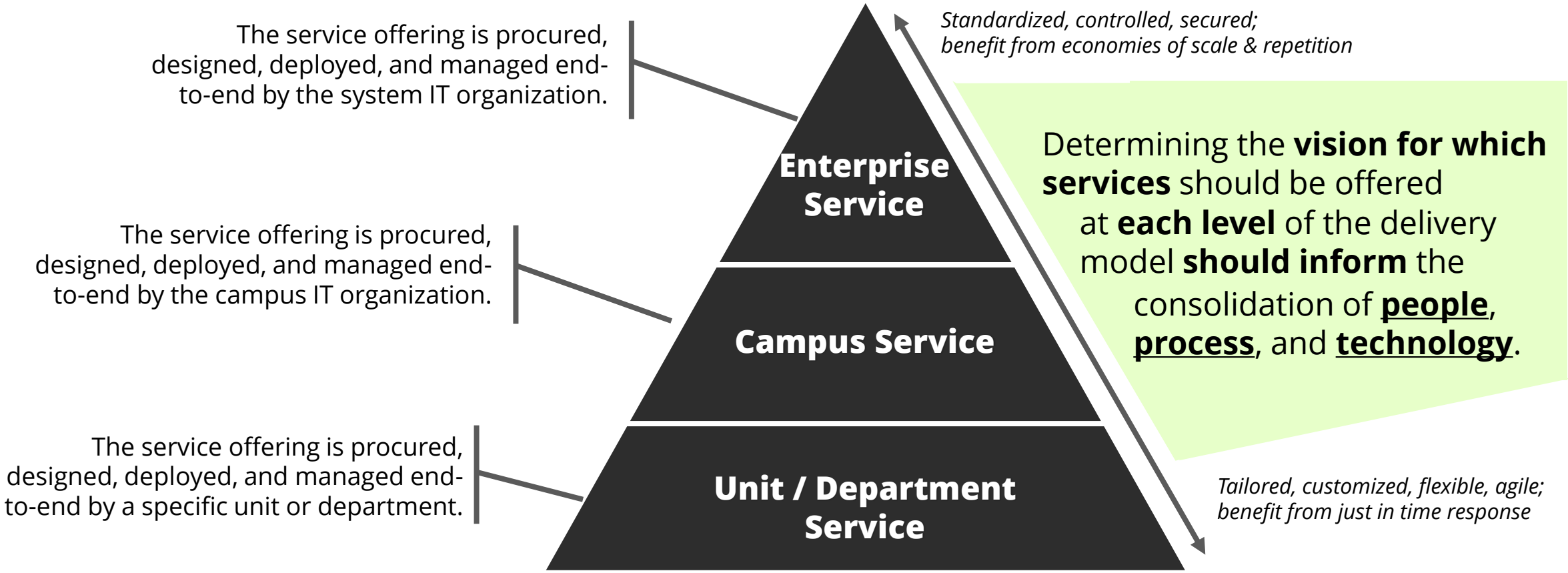
James Wilson
Technology Fellow
Data Analytics



Roy Mathew
Principal
Research Computing

Determining Appropriate IT Service Ownership

Source: Educause



IT Service Catalog & Ownership Mapping

Admin & Business Systems	Communication & Collaboration	Desktop & Mobile Computing	Infrastructure	IT Professional Services	Research	Information Security	Teaching & Learning
Alumni & Advancement	Conferencing & Telephony	Desktop & Mobile Device Support	Business Continuity & Disaster Recovery	IT Communications	Lab Management Systems	Identity & Access Mgmt.	Assessment Systems
Athletics	Email & Collaboration	Hardware Lifecycle Services	Data Center & Cloud Services	IT Strategy	Research Admin Systems	Secure Computing	Learning Analytics
Auxiliary Systems	Mass & Emergency Communications	Printing & Related Services	Database Mgmt.	IT Governance	Research Computing Systems	Security Consulting & Education	Academic Tech & Support
Business Capabilities	Media and A/V	Software & Apps. Distribution	Integration Services	Enterprise Architecture	Research Data Services	Incident Response & Investigation	Instructional Technology
Facilities Mgmt. Systems	Web Services		Monitoring & Alert Mgmt.	Portfolio & Project Management	Research Software	Security Policy & Compliance	Learning Mgmt.
Financial & Procurement			Network & Connectivity Mgmt.	Training & OCM			Lecture Capture
HR Systems			Server & Storage Mgmt.				
Library Systems							
Medical & Health Systems	IT Procurement						
Data, Reporting & Analytics	IT Vendor Mgmt.						
Student Information Systems	IT Finance						

Source: Educause (link)

Category: Administrative & Business

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Description

— Services that support the administrative and business functions of an institution

- Includes business capability and process automation, financial and procurement systems, human resource systems, library systems, and student information systems

Service	Description	Current State	Future State	Notes
Alumni and Advancement	Alumni portals and offerings that support university and college advancement and development.	C	C	C - Better support for campus needs. (Enterprise to assist with data integration requirements.)
Athletics	Athletics administration, recruiting, procurement, and ticketing systems.	S	C/S	C - Overall governance and oversight (security, compliance) S - Better support towards unique campus needs
Auxiliary Systems	Support for auxiliary or ancillary campus systems, activities, and operation. Might include legal management, childcare, mail services, recreation services, art collections, etc.	C/S	C	C - Better support towards campus needs. (Enterprise to assist with data integration requirements.)
Business Capability and Process Automation	Practices, frameworks, and technologies that automate, improve efficiencies, and measure the effectiveness of business processes. Includes IT service management; ticket management; operations, business, sales, and marketing management platforms; document and signature management services; CRM; job scheduling; and workflow management.	E/C	E/C	E - Provides ITSM platform (incl. ITIL process configuration) and document management platforms. Will explore job scheduling/management tool in future. C - All other processes within this family managed at a campus level.

Category: Infrastructure

Description

— Foundational services that support the operation and management of the enterprise IT environment

- Includes data center services, database management, network and connectivity management, and server and storage management.

Service	Description	Current State	Future State	Notes
Business Continuity and Disaster Recovery	Business continuity consulting and planning, as well as disaster recovery planning, including disaster recovery exercises and execution.	E/C/S	E/C/S	E - Overall BC/DR compliance and oversight. Establishment of the broad BC/DR platforms, policies & procedures. Testing execution of DR plan for enterprise systems. C - Establishment of campus/department specific BC/DR plans. Testing execution of DR plan for campus systems (data and business process validation for enterprise systems) S - Establishment of campus/department specific BC/DR plans
Data Center and Cloud Computing Services	Strategy, planning, architecture, and operation of physical data centers, including on-premises, remote, and cloud providers.	E/S	E	E - Overall ownership
Network and Connectivity Management	Architecture, installation, and operation of infrastructure required to offer network connectivity (cabling, routers, and firewalls). Includes device connectivity, network access mgmt., securing access to networks, and appropriate authentication	C/E	E	E - Overall ownership (HSC team realignment)
Server and Storage Management	Provisioning, hosting, and administration of physical and virtual servers and related storage. Includes maintenance and provisioning of core storage capabilities such as server storage and backups.	E/C/S	E/C	E - Overall ownership of infrastructure offerings and standards C - Server administration for campus specific technologies

Category: Teaching & Learning

Description

— Services providing instructional technology and resources directly supporting teaching and learning

- Includes learning management systems, instructional technology and design, assessment and learning analytics, lecture capture, and polling and surveys

Service	Description	Current State	Future State	Notes
Assessment Systems and Learning Analytics	Support for assessing learning outcomes and learning analytics.	C/S	C/S	C - Supports some applications and dashboards S - Controlled testing environments
Academic Technology and Support	Ensuring physical classrooms, specialized learning environments, and virtual learning environments (e.g., immersive learning, augmented reality) are suitably equipped and functional to meet needs of the education experience.	C/S	C	E - Potential for future standards evaluation C - Overall control
Instructional Technology and Design	Ensuring that faculty and other course creators have the knowledge and assistance they need to optimize their effectiveness in using teaching and learning technologies, including e-text development and online course development.	C/S	C*	C* - Delivered at campus level (business units)
Learning Management	Offerings that relate to the management of academic course materials (e.g., videos, documents, spreadsheets) and that facilitate teaching and learning using online portals. Includes learning management systems and other learning platforms, as well as services that provide on-demand, usually modular skills-based learning to employees and/or students.	C/S	C*	C* - Delivered at campus level (business units)
Lecture Capture	Recording, storing, editing, and publishing lectures.	C	C*	C* - Delivered at campus level (business units)

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Job Architecture

What is it?

— The infrastructure or hierarchy of jobs within an organization

- Encompasses job titling, grades, career paths, the criteria for career movement, and market-focused compensation programs based on job value
- Provides the infrastructure for HR that drive the business, including total rewards, workforce planning, learning and development, and succession planning

Why is it important?

— Effective job architecture should provide:

- A sound, easy-to-use system for determining the value of jobs based on business needs, and market practices
- A consistent methodology and decision support for assigning job levels and titles
- Workforce planning and career paths that are logical, transparent, fiscally responsible, and support employees and strategic business needs

Job Architecture Structure

Job Function
- Broad categories of work that can be logically grouped together based on similar characteristics and required skills. Example – Information Technology

Job Family
- A grouping of jobs within a job function with similar characteristics, disciplines, and functional areas. Example – IT Security

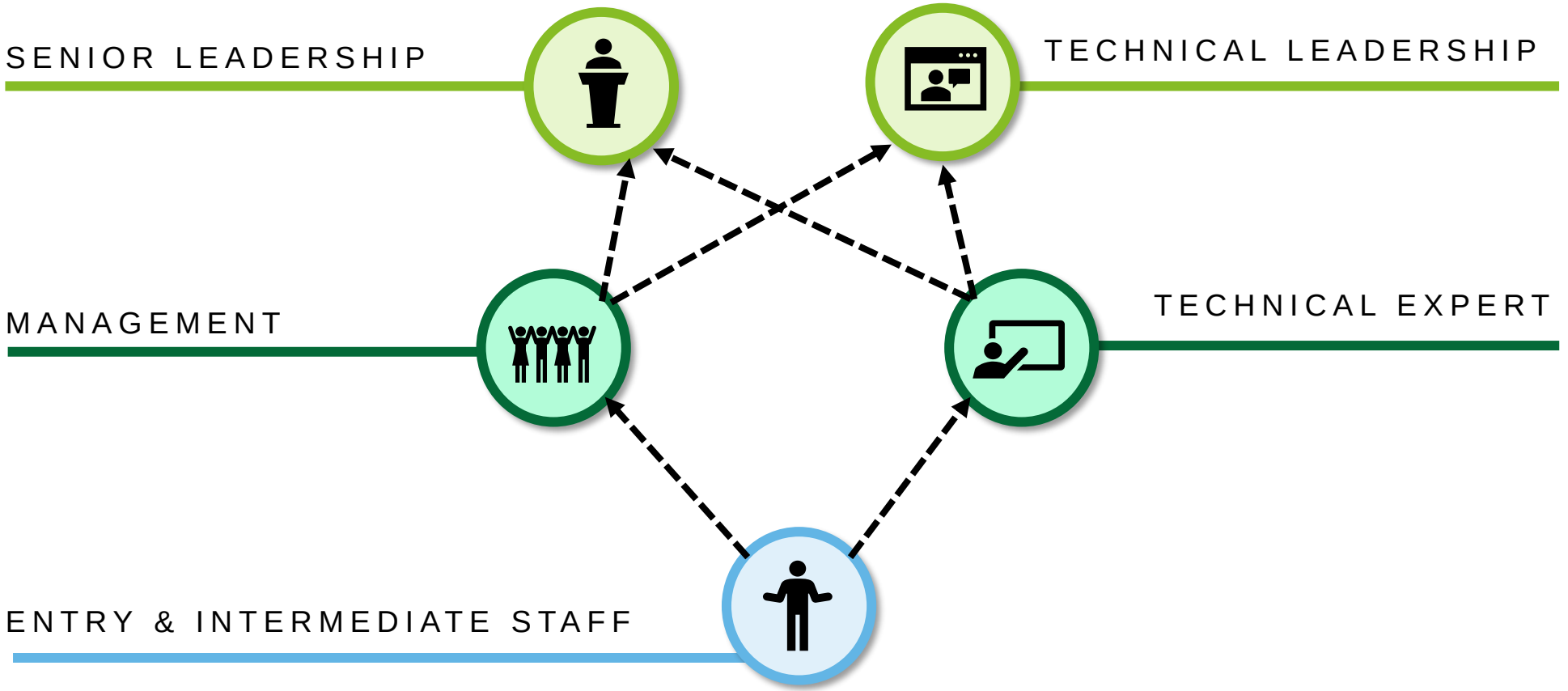
Career Path
- An outline of potential career progression based on scope, type of work, and required skills. Example – IT Security Operations Team

Job Level
- Positions within job levels have different requirements of knowledge, skill, ability, and experience. Example - IT Security Analyst I, II, III, Lead, Manager

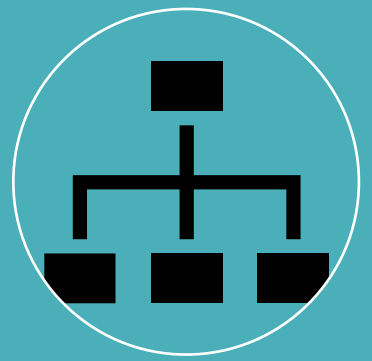
Job Title
- Individual job titles that define the job duties, qualifications, and knowledge/skills/abilities. Example – IT Security Analyst II

CREATING CLEAR CAREER PATHWAYS

There are several paths for advancement for IT staff, including people management and technical pathways.



Job Architecture Process



Organizational Design

- Services
- Teams
- Levels

Job Analysis

- Job descriptions
- Titles
- Qualifications

Compensation

- Market Comparison
- Pay Grade Adjustment
- Placement in Grade

Career Development

- Career Families/Career Paths
- Competencies
- Skill Assessment
- Succession Planning

Governance

- Title Utilization
- Reclassification/New Position Requests
- Job Description Review Cycle

Job Title Considerations

- **Span of Control**: The number of full-time direct and indirect reports or team members that a role is responsible for managing and directing.
- **Level of Complexity:** The scope and depth of strategic thinking, decision-making, and budgetary oversight required in a role, often encompassing strategic planning, project management, and financial responsibilities.
- **Level of Visibility:** The degree of interaction a role has with internal and external stakeholders, including senior leadership, board members, employees, clients, and partners.
- **Level of Risk**: The potential adverse or harmful events a role must manage, often related to project failure, financial loss, cybersecurity threats, or other internal or external vulnerabilities.
- **Market Data:** The relevance and popularity of job titles on the market that speaks to the skillset and duties of the position.

UNT System Enterprise Market Study

Staff Compensation Market Study Project

- Identification of Survey Sources (June – July 2023)
  - CUPA (higher ed)
  - CompAnalyst (local and national)
  - Mercer (local, national, and industry specific)
  - Other resources for specialized fields (i.e. Athletics, Police, etc)
- Selection of Benchmark Titles (Aug – Sept 2023)
  - Highly utilized titles
  - Variety of levels within a job family
  - Recruitment/Retention concerns
- Identification of Market Match Data (Oct – Nov 2023)
- Analysis of Market Match Data (Dec 2023)
- Report of Results to Enterprise Leadership (Jan 2024)
- Decision Making/Budget Planning (Spring 2024)
- Implementation of Changes (Targeted for Sept 2024)

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Next Steps

Organizational Design & Structure

- Deloitte to provide overall findings and recommendations for target areas
- Finalize core IT services evaluation (scope)
  - Technology teams embedded within business units and/or adjacent groups
- Complete job architecture process
- Complete organizational structure design/definition
- Financial model and approach moving forward

Next Townhall

- Tuesday, November 14, 2023 (2 pm - 3:30 pm, UNT Denton)
- Tuesday, December 12, 2023 (2 pm - 3:30 pm, BSC/Woodhill)
- Tuesday, January 9, 2024 (2 pm - 3:30 pm, UNT Dallas)

Q & A Session