

A dark blue background with a light blue network pattern of interconnected nodes and lines.

IT Transformation Town Hall Meeting

September 19, 2023

Agenda

- 2:00 p.m. | **Welcome & Staffing Updates**
 - 2:05 p.m. | **IT Transformation - Progress Update & Next Steps**
 - 2:45 p.m. | **Strategic Plan Updates**
 - 3:00 p.m. | **New Initiatives / Technology Implementations**
 - 3:15 p.m. | **Moderated Q&A**
-

■ System IT

— Ryan Kane – Infrastructure Services

- Team includes Michael Heredia, Patrick Wright and Joel Phillips
- Responsible for virtualization, storage, cloud and data center services and strategies, as well as Identity & Access Management and configuration management platforms

— Chris Polson – Network & Telephony Services

- Team includes Stuart Christian, DeMario Collins, Jim Trammel, Dowl Morrow, Alan Bene and Leah Cook
- Responsible for voice/data networks, including wireless, and telephony services across the enterprise

— Andy Mears – Operations

- Team includes Krysta Berry (IT Service Management), Jonathan Brands (SYS IT Helpdesk) and Mike Buras (Central Web Services)
- Responsible for service management processes leveraging industry standards (ITIL), optimizing helpdesk incident and request routing/response, establishing Level 1 service desk, and automating incident responses through comprehensive monitoring solutions

— Michelle McCauley – IT Vendor Management

- Responsible for strategic vendors across the enterprise, as well as all vendor management related items

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

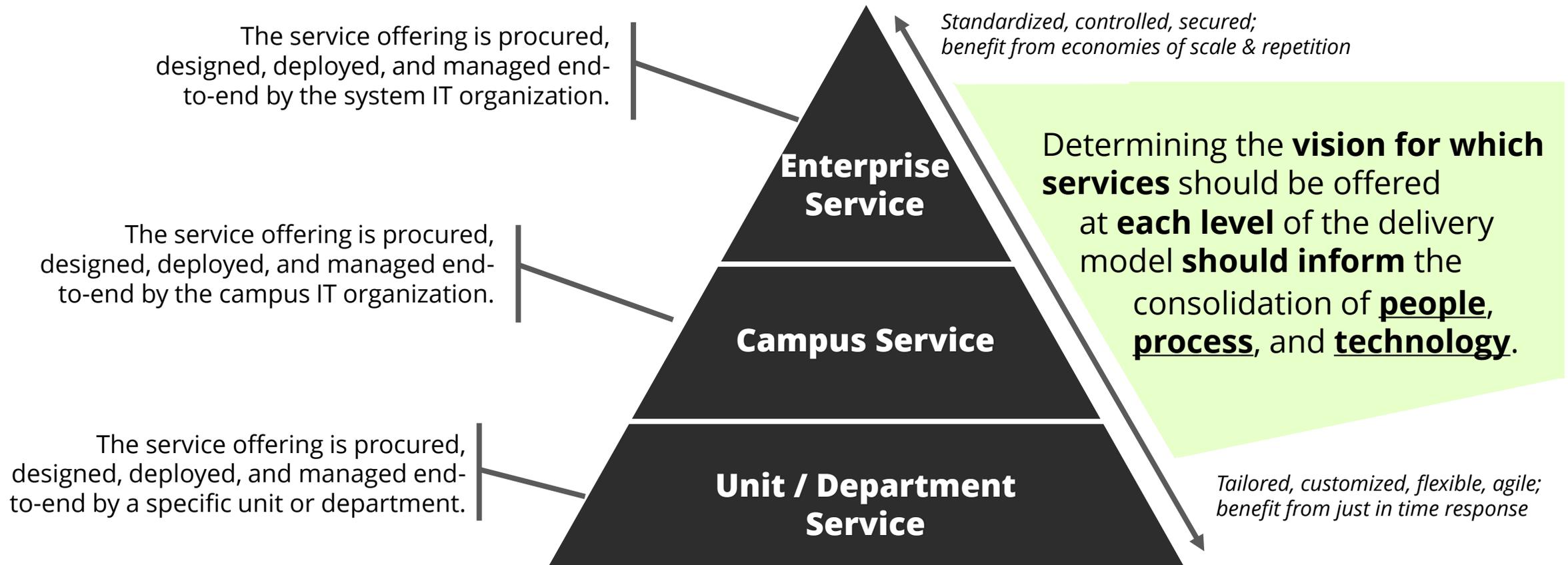
Timeline

2023	JULY-SEPT	OCT-DEC		2024
MILESTONES	CURRENT STATE	DESIGN AND PLANNING	TRANSITION IMPLEMENTATION	PROJECT STABILIZATION
DATA GATHERING AND SOCIALIZATION	<ul style="list-style-type: none"> ✓ Kickoff ✓ Weekly Touchpoints with Deloitte ✓ Monthly Townhalls Detailed Assessments and Interviews 			
		<ul style="list-style-type: none"> Service Catalog and Ownership Mapping Future IT Governance Model Finance Model Organization Structure Job Architecture Framework 		
		<ul style="list-style-type: none"> Execute Organization Transformation Playbook Finalize Organizational Structure 		
			<ul style="list-style-type: none"> Onboarding, Training, and Continued Development Organizational Health Checks (30/60/90) Adapt Service Delivery Model 	

Current Focus

Determining Appropriate IT Service Ownership

Source: Educause



DETAILED ASSESSMENTS

STEP #1: Deloitte to facilitate discussions to gain better understanding of current operations, processes, pain points, technology requirements, and interactions for three critical areas:

- **Academic and classroom technology**
 - Distributed IT desktop and helpdesk support enabling academic units and departments
 - Teaching and learning technology enabling physical spaces (classrooms, auditoriums, labs.)
- **Data & analytics**
 - Data architecture, data integration and processing, business intelligence and analytics
 - Data governance
- **Research computing**
 - Computational research including high-performance computing, data solutions and storage, cloud computing, secure computing, and grant support

STEP #2: Deloitte to provide external perspective on current state of services being delivered and gather input on vision for the future to ensure the design for unified IT organization is well positioned to provide tools, resources and structure needed to meet evolving needs

IT Governance Redesign

IT governance is a critical and embedded practice that ensures **information and technology investments, risks, and resources** are aligned in the best interests of the organization and produce business value.

Effective governance ensures the *right technology investments* are made at the *right time* to support and enable the organization's mission, vision, and goals.

KEY OUTCOMES OF GOOD GOVERNANCE

STRATEGIC ALIGNMENT

Technology investments and portfolios are aligned with the organization's strategic objectives.

RESOURCE OPTIMIZATION

Resources (people, finances, time) are appropriately allocated across the organization to optimal organizational benefit.

RISK OPTIMIZATION

Organizational risks are understood and addressed to minimize impact and optimize opportunities.

VALUE DELIVERY

IT investments and initiatives deliver their expected benefits.

EVALUATE – DIRECT – MONITOR

Governance Workshop

Executive Attendees

Entity	Name	Title
SYS	Smith, Paige	Assoc Vice Chancellor • Budget & Planning
SYS	Welch, Paula	Assoc Vice Chanc & Controller • System Controller
SYS	Asher, Donna	Vice Chancellor People & Culture • Human Resources
SYS	Caruso, Ninette	Chief Audit Exec./Chief Ent. Risk Officer • Internal Audit
SYS	Darnaby, Jeffrey	Chief Transformation Officer • Transformation Office
UNT	Gibson, Clayton	VP Finance & Administration • Finance & Admin
UNT	Rohwer, Debbie	VP Planning & Chief of Staff • Division of Planning
UNT	McPherson, Michael	Provost/VP Academic Affairs • Provost-Gen
UNT	Fein, Adam	VP DSI & Chief Digital Officer • Digital Strategies and Innovation
UNT	Padilla, Pamela	VP Research • Research & Innovation
DAL	Bradford, Arthur	Sr. Vice President and CFO • Finance & Admin
DAL	Stewart, Betty	Provost/SVP Acad Excel/Stud Suc • Office of the Provost
DAL	Sales, Dawn	Asst Provost Academic Affairs • Office of the Provost
DAL	da Silva, Jose	VP Enrollment Mgmt & Stu Affrs • Student Aff & Enrollment Mgmt
DAL	Hernandez, Macario	Chief of Staff • Office of the President - DAL
HSC	Roman, Ruth	Executive VP & COO • Finance and Operations
HSC	Louis, Kemptor "Kemp"	Chief Financial Officer • Fiscal Services
HSC	Taylor, Charles	EVP & Provost • Office of the Provost
HSC	Gladue, Brian	EVP For Research • Div of Rsrch & Innovation

Current Governance Challenges?

Feedback from Executive Teams

Opportunity to mature; current governance is distributed/decentralized; clarity around prioritization; accountability

Transparency

Lack of transparency; insufficient communication. E.g., TX-RAMP had been a requirement for 18-24 months and business was unaware – impact on contract renewal and critical services.

Transparency

Process for contract renewals

Agility

Strong communications are needed between System and Institutions; central IT needs method or role for communications in “business language”; to improve planning at operational level

**Effective
Communication**

Organizational Change Management – needs to be considered in the overall governance process

**Business – IT
Partnership**

Resource allocation – need more focus across enterprise

**Resource
Management**

Historical migration toward decentralization – evolved based upon the heterogenous needs of constituents, both within the system, and within the institutions themselves.

**Business – IT
Partnership**

At a campus level – planning is not transparent in campus level IT – gap in awareness of what has been budgeted for an upcoming fiscal year, making sure we are ready capacity wise. Lower spend projects that can take up a lot of time, more awareness is needed. Planning is better around the “big rocks”.

Transparency

Current Governance Challenges?

Feedback from Executive Teams ... Continued

*Timing of IT involvement in decision making; get ahead of solutions. Timing and engagement of IT in solution decision making.
At System level the Shared Service Governance Board is evaluating investment decisions...but solutions are not fully communicated throughout.
Missing out on scalability of solutions due to lack of transparency*

Transparency

**Effective
Communication**

Need organizational roles set up to make governance work correctly

**Business – IT
Partnership**

Stakeholders are currently “confused” over how current governance does/should work

Transparency

Challenge with allocating/balancing resources – but may be a lack of info/transparency, particularly addressing risk

Transparency

Lack of business intake process/formality

Transparency

How does / can IT get pulled into the business discussions

IT Governance Principles

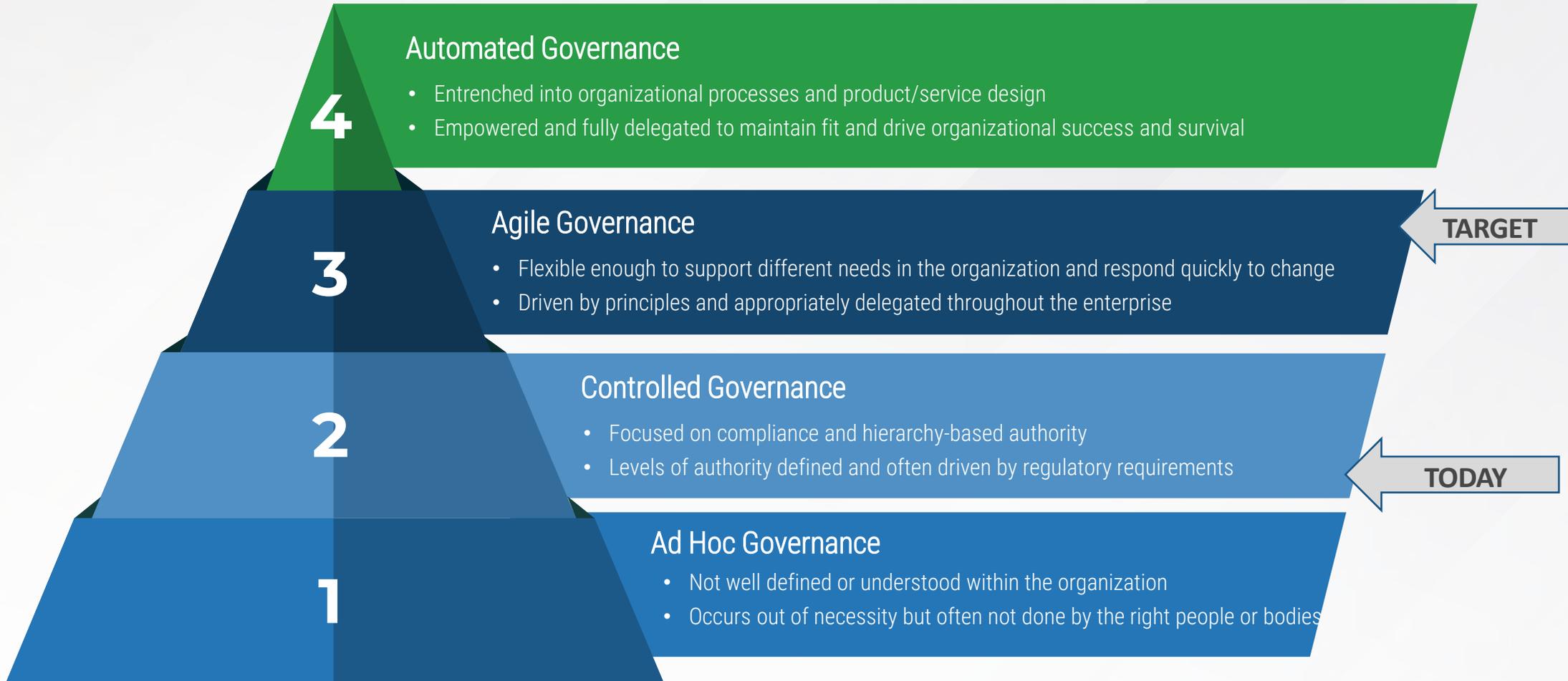
	Governance Principles
1	Business accountability / ownership for IT governance
2	Govern toward Enterprise Value (at all levels)
3	Right stakeholders involved
4	Effective resource management
5	Business-IT partnership
6	Transparency
7	Manage and Measure Business Outcomes
8	Effective Communication
9	Responsiveness / agility
11	We are stewards of critical and sensitive data; it is managed as such including access , retention, management, security
12	Process enables the capability to say no
13	Focus on ensuring information and cybersecurity
14	Adherence to IT Strategic Plan
15	Adherence to Federal and State Regulations/Laws
16	Ensuring equitable provision of IT Services

Maturity Level

Adaptive
(Data-Centric)

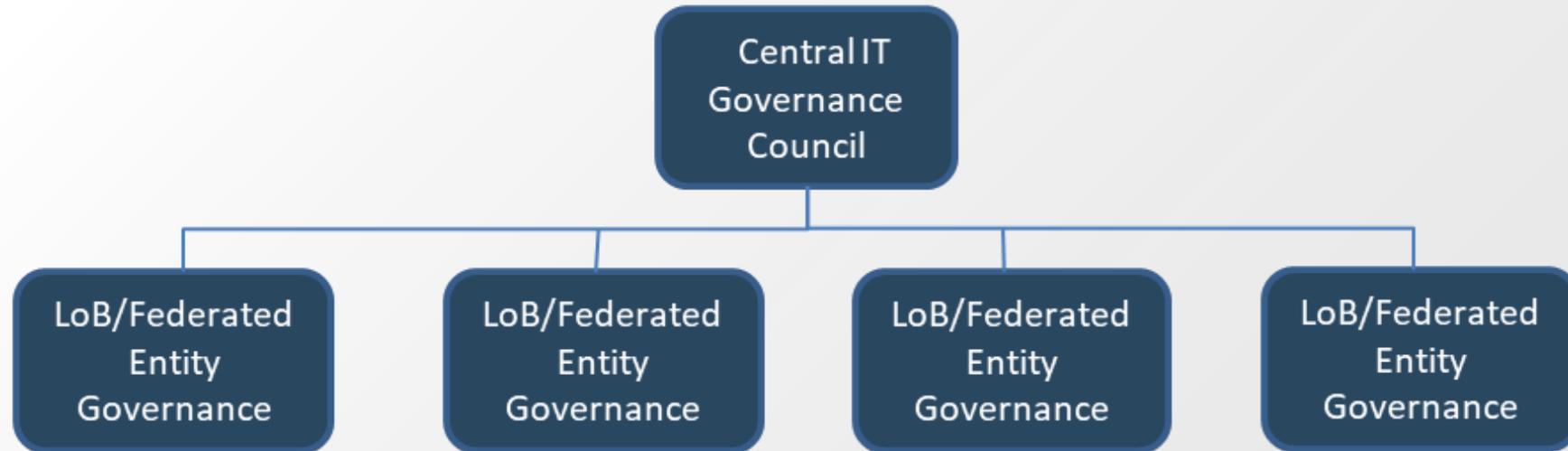


Traditional
(People and
Document-Centric)



Most Relevant Governance Model

“Federated” or “Line of Business” Structure



In this model a central governance body oversees functional domains common across the federated entities, while each federated entity retains accountabilities for Line of Business specific IT governance and operations. Federated entities can be aligned by like business operations, college, campus, etc. Typically includes a layered service definition and delivery model segregating the accountability for common or shared services from the federated or localized services. Seen in multi-school/college/campus higher education, or multi-Line of Business entities where localized IT needs are disparate.

Agenda

- 2:00 p.m. | Welcome & Staffing Updates
 - 2:05 p.m. | IT Transformation - Progress Update & Next Steps
 - 2:45 p.m. | Strategic Plan Updates
 - 3:00 p.m. | New Initiatives / Technology Implementations
 - 3:15 p.m. | Moderated Q&A
-

UNT System Strategic Plan

(April 1, 2023 - August 31, 2024)

NOTE: This section includes Category II information, which should be considered proprietary and for internal use only.

FY24 Strategic Initiatives

- 1 Build a Talent Management System**
- 2 Grow Systemwide Research Enterprise (UNT & HSC)**
- 3 Build Student Success**
- 4 Increase Cash and Investments**
- 5 Develop an Enterprise Risk Program**



OBJECTIVE	KEY RESULTS	TARGETS/METRICS (END OF FY24)	
O1. Build a Talent Management System	<ul style="list-style-type: none"> • KR 1.1: Rebuild Hiring Process & Experience: Recruiting, Orientation & Onboarding • KR 1.2: Institute Process for Quarterly All-Hands Meetings and Three 1:1 Direct Report Structured Check-ins per Year • KR 1.3: Institute Talent Management Toolkit 	<p><u>Decrease <1 year turnover:</u></p> <ul style="list-style-type: none"> • SYS: 39.9% to 5% • UNT: 32.2% to 5% • HSC: 29.2% to 5% • UNTD: 15.3% to 5% <p><u>Improve Gallup Engagement Grand Mean:</u></p> <ul style="list-style-type: none"> • SYS: 4.16 to 4.21 • UNT: 3.84 to 3.89 • HSC: 4.29 to 4.34 • UNTD: 3.68 to 3.78 	
O2. Grow Systemwide Research Enterprise (UNT & HSC)	<ul style="list-style-type: none"> • KR 2.1: Increase federal and private research expenditures • KR 2.2: Increase number of award submissions • KR 2.3: Increase avg. \$ amount of award submissions • Ratio of grants submitted / grants funded • KR 2.4: Increase the proportion of faculty submitting federal and private research submissions 	<p style="text-align: center;"><u>Current</u></p> <ul style="list-style-type: none"> UNT: \$31.84M HSC: \$103M UNT: 298 HSC: 173 UNT: \$421K HSC: \$554K UNT: 20.3% HSC: 35% UNT: 28.89% HSC: 28% 	<p style="text-align: center;"><u>Target</u></p> <ul style="list-style-type: none"> UNT: \$60M HSC: \$120M UNT: 608 HSC: 165 UNT: \$500K HSC: \$730K UNT: 25% HSC: 50% UNT: 35% HSC: 40%

OBJECTIVE	KEY RESULTS	TARGETS/METRICS (END OF FY24)
O3. Build Student Success	<ul style="list-style-type: none"> • KR 3.1: Increase graduate career employment placement rates at or above avg. pay for field of study (PSEO) • KR 3.2: Increase strategic enrollment • KR 3.3: Create systemwide course sharing program with go-live date for Fall 2023 enrollment 	<p><u>Increase % Placement Rates</u></p> <ul style="list-style-type: none"> • TBD in FY24 (THECB connection needed) <p><u>Increase Enrollment (Headcount)</u></p> <ul style="list-style-type: none"> • UNT Frisco: 1,216 to 1,316 • HSC: 2,338 to 2,600 • UNT Dallas: 1,922 to 3,701
O4. Increase Cash and Investments	<ul style="list-style-type: none"> • KR 4.1: Grow cash and investments systemwide by \$113M • KR 4.2: Grow philanthropy & build related infrastructure 	<p><u>Grow cash and investments by:</u></p> <ul style="list-style-type: none"> • UNT: \$46.1M to \$90M • HSC: \$2M to \$15M • UNTD: ? to \$8M <p><u>Increase philanthropy:</u></p> <ul style="list-style-type: none"> • UNT: \$18.9M to \$37.3M • HSC: \$5M to \$15M • UNTD: \$1.2M to \$8M
O5. Develop an Enterprise Risk Program	<p>Overall ERM Program Plans at UNT System</p> <ul style="list-style-type: none"> • KR 5.1: Develop project plan for ERM • KR 5.2: Standardize risk taxonomy across enterprise • KR 5.3: Embed risk identification, assessment and management into strategy and initiatives <p>Institutional Implementation Plans:</p> <ul style="list-style-type: none"> • KR 5.4: Implement Committee on New Initiatives • KR 5.5: Implement self-assessment program during audits 	<ul style="list-style-type: none"> • Complete one New Initiative • Complete one Audit Self-Assessment • List of risks, risk assessed, and mitigation actions developed for each strategy developed

Agenda

- 2:00 p.m. | Welcome & Staffing Updates
 - 2:05 p.m. | IT Transformation - Progress Update & Next Steps
 - 2:45 p.m. | Strategic Plan Updates
 - 3:00 p.m. | New Initiatives / Technology Implementations
 - 3:15 p.m. | Moderated Q&A
-

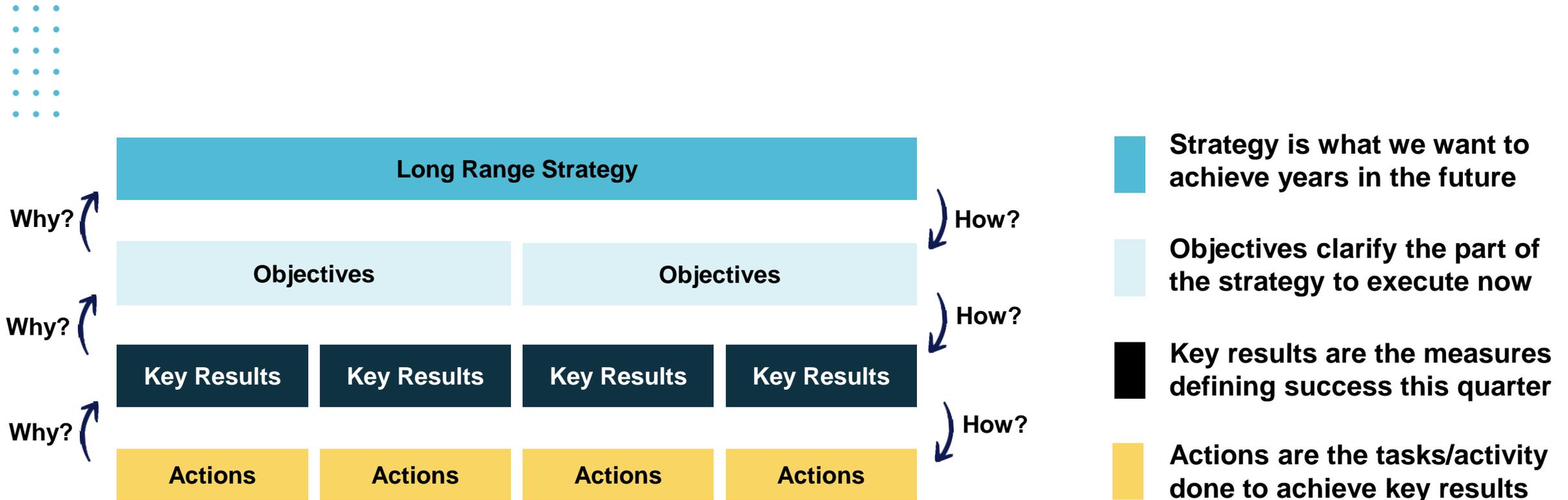
OKRs & WorkBoard

Why are we doing this?

Diagnostic Survey Results (McChrystal Group)- June 2022

KEY ELEMENT	OBSERVATIONS
 Communication	CHALLENGE Effective communication is absent, especially from leadership to teams, which impacts trust in the institution.
 Enterprise Strategy	CHALLENGE The UNT Enterprise strategy is unclear, limiting System effectiveness.
 Processes	CHALLENGE Processes across the Enterprise are ill-defined, especially as they relate to decision rights, stakeholder engagement, and <u>transparency between System and campuses.</u>

OKRs are a means to great strategy execution



Strategy execution is purposeful achievement



OKR Alignment

By Organization

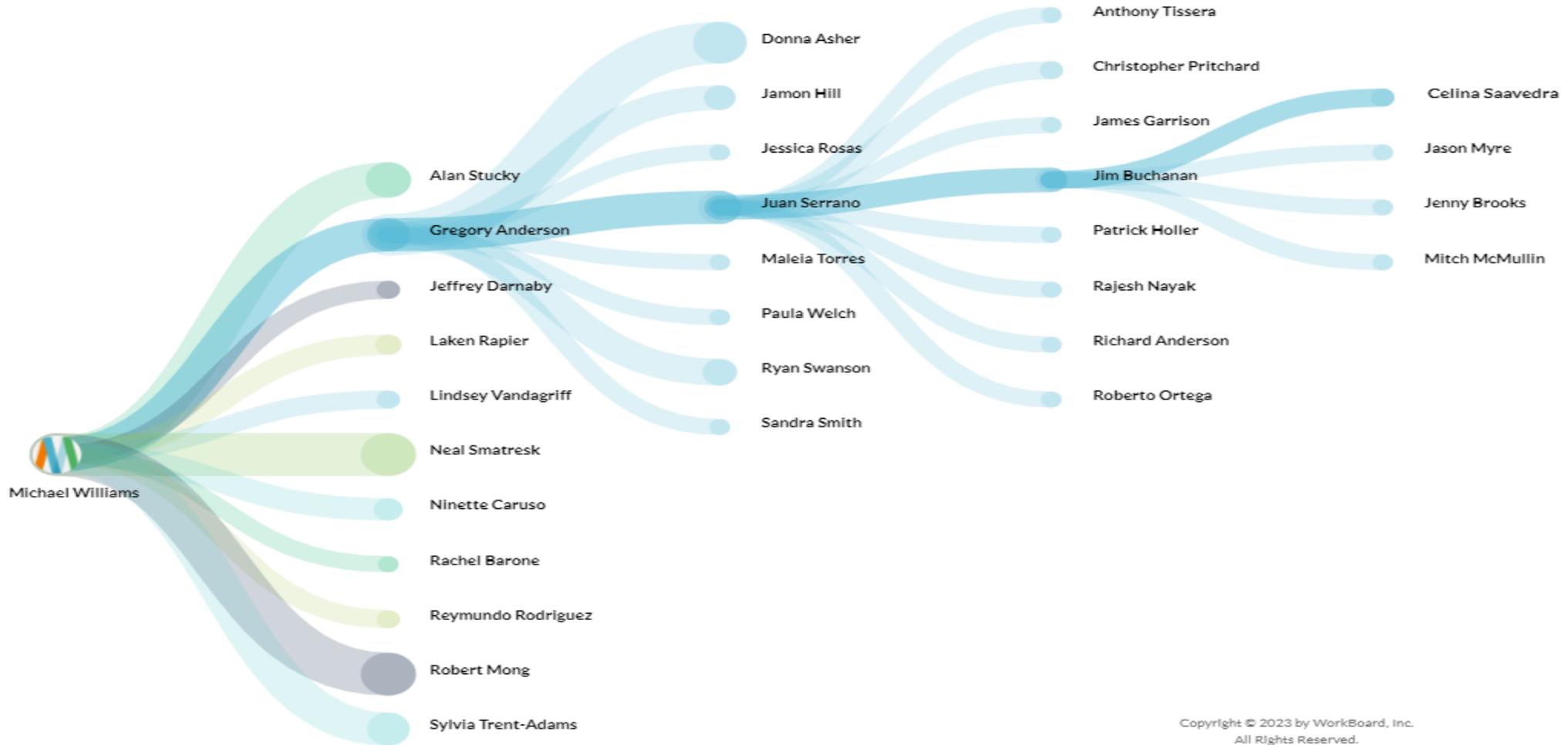
By Objective

Full Alignment Report

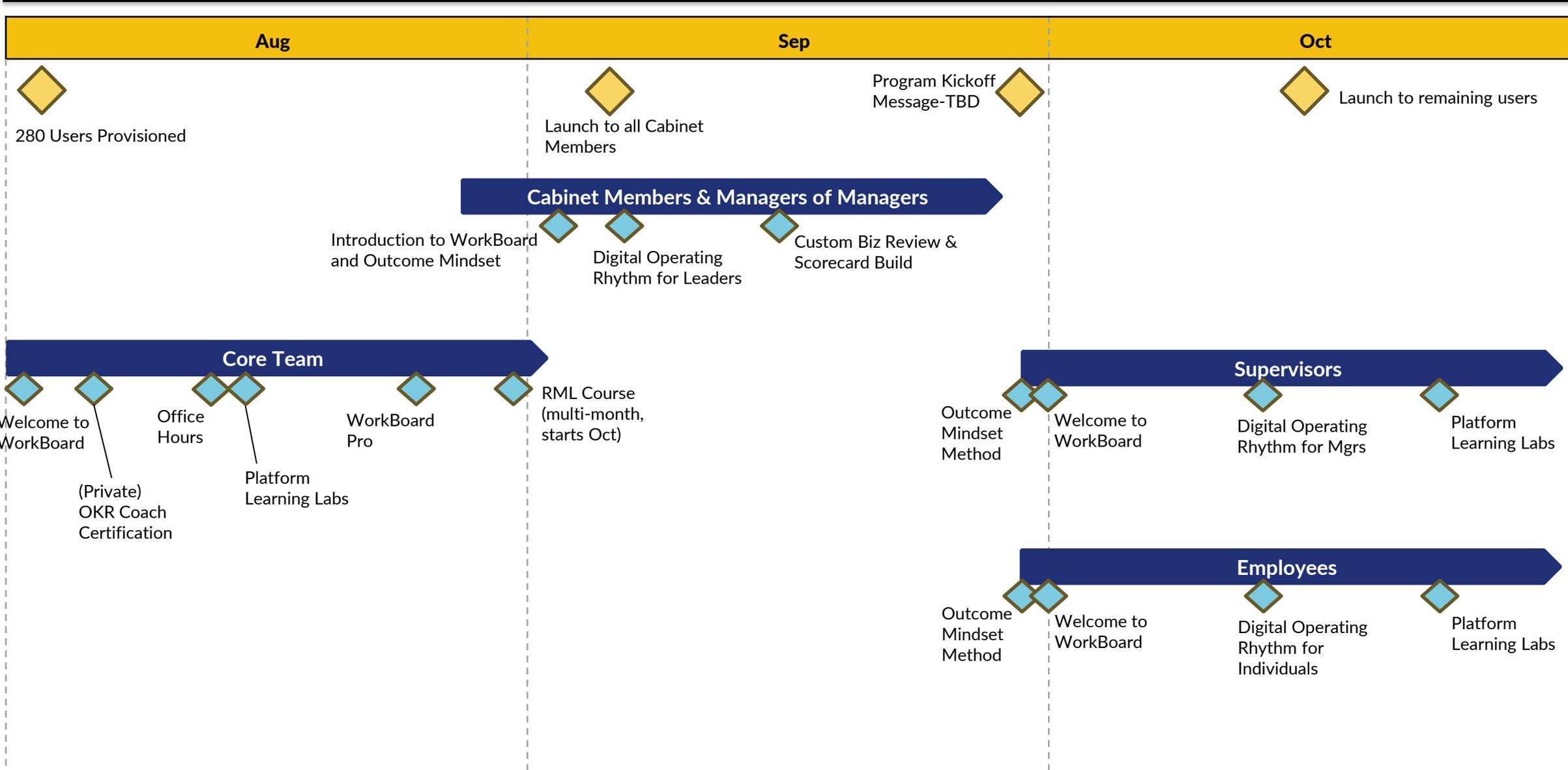
Teams

People

Search for a person to display



Timeline and Activities



Human Resources

PageUp

What Are We Doing and Why?

UNTS Enterprise Strategic Plan

Build a Talent Management System

- Rebuild Hiring Process & Experience: Recruiting, Onboarding, & Orientation



Current State



Inadequate search capabilities



No real-time data



No Candidate Relationship Mgmt. (CRM) capability



Forced one-size-fits-all branding



Non-intuitive user experience



Limited and onerous reporting capabilities



Inability to support continuous feedback



Outdated look and feel



Untimely and unreliable integration process

Future State



Ability to target, nurture, and engage potential candidates

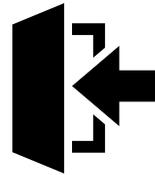


Promote meaningful performance conversations



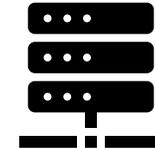
Real-time reporting

UNT SYSTEM |  | hsc^{††} | UNT DALLAS



Custom-branded recruitment portals

Seamless onboarding



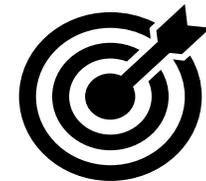
Data-driven insights



User-friendly interface

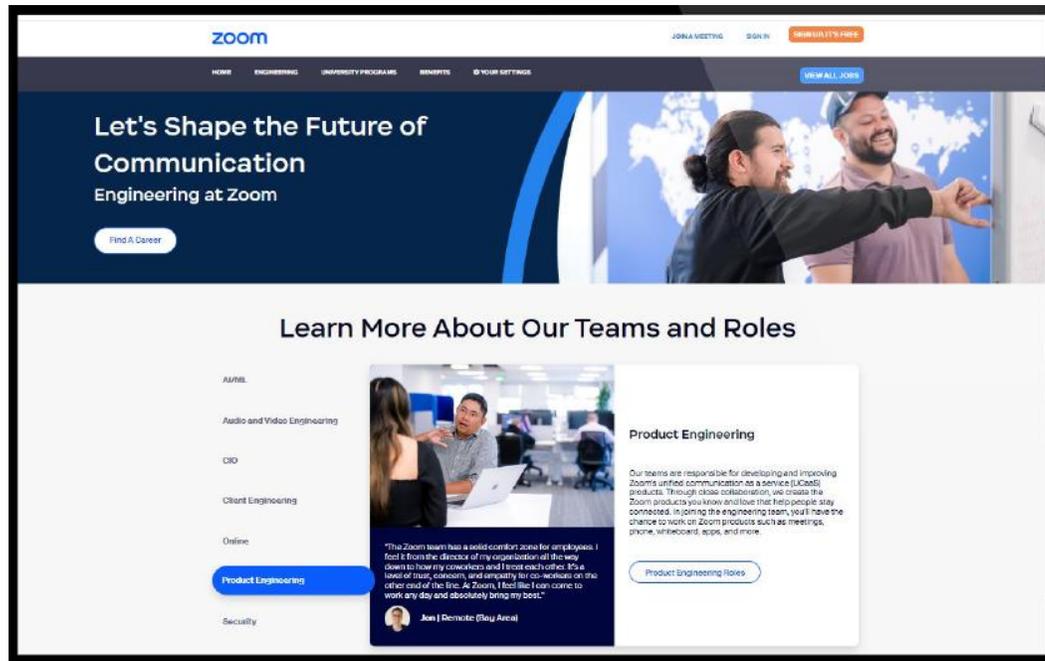


Workforce planning capabilities



Be the employer of choice for North Texas

Selected Product/Platform



zoom JOIN A MEETING SIGN IN NEW! IT'S FREE

HOME ENGINEERING UNIVERSITY PROGRAMS BENEFITS YOUR SETTINGS VIEW ALL JOBS

Let's Shape the Future of Communication Engineering at Zoom

[Find A Career](#)

Learn More About Our Teams and Roles

- APRIL
- Audio and Video Engineering
- CEO
- Client Engineering
- Online
- Product Engineering**
- Security

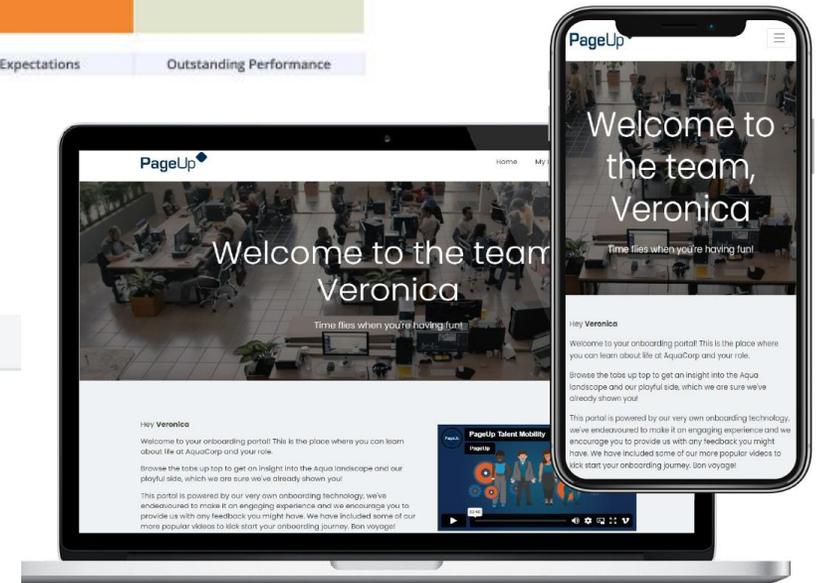
Product Engineering

Our teams are responsible for designing and improving Zoom's unified communication as a service (UCaaS) products. Through close collaboration, we create the Zoom products you know and love that help people stay connected. In joining the engineering team, you'll have the chance to work on Zoom products such as meetings, phone, whiteboard, apps, and more.

[Product Engineering Roles](#)

"The Zoom team has a solid comfort zone for employees. I feel it from the director of my organization all the way down to their my coworkers and front end roles. The level of trust, concern, and empathy for co-workers on the other end of the line. At Zoom, I feel like I can come to work any day and absolutely bring my best."

Jon | Remote (Ray Area)



Timeline

Execute Contract



Establish Implementation Committee to Include Campus End Users

Q1

FY24

Review Current Business Processes

Q1

FY24

Create Project Plan

Q1

FY24

Develop Training Material

Q2

FY24

Phase I: Go-Live/
Training (TBD)

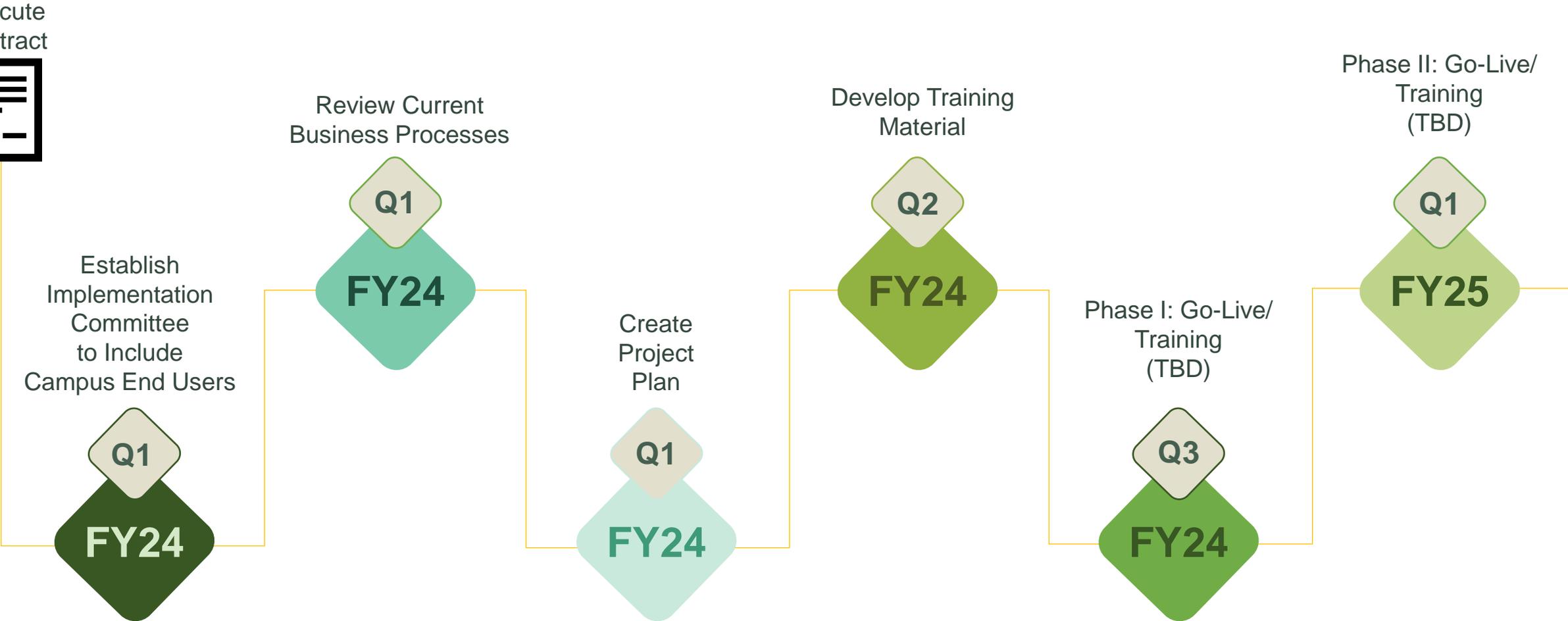
Q3

FY24

Phase II: Go-Live/
Training (TBD)

Q1

FY25



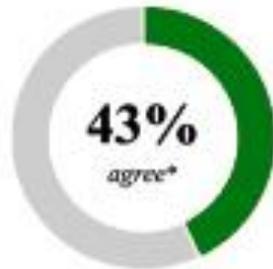
Viva Connections

Intranet in the Flow of Work

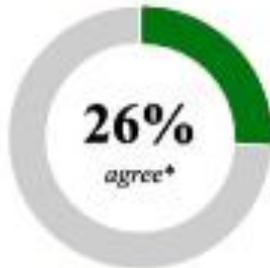


Why do we need an intranet?

New information and decisions are not disseminated effectively, which results in a *perception* that leaders are not open to feedback.



There are processes in place to disseminate new information throughout UNT System Enterprise.



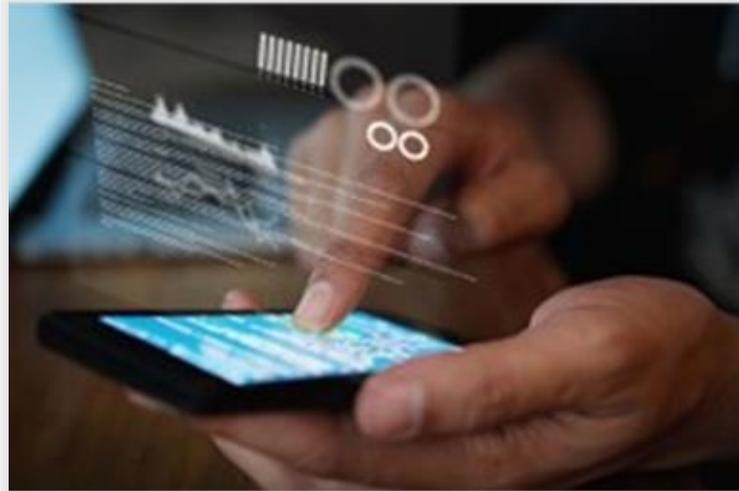
Enterprise leadership communicates important decisions with transparency.

- Effective communication is absent, especially from leadership to teams, which impacts trust across the enterprise
- Streamline publishing and distributing news
- Deliver targeted news in the flow of work
- Create an intuitive way to navigate system news and information
- Maintain a searchable repository of news and announcements

Creating an Intelligent Intranet



Communicate effectively
across the organization



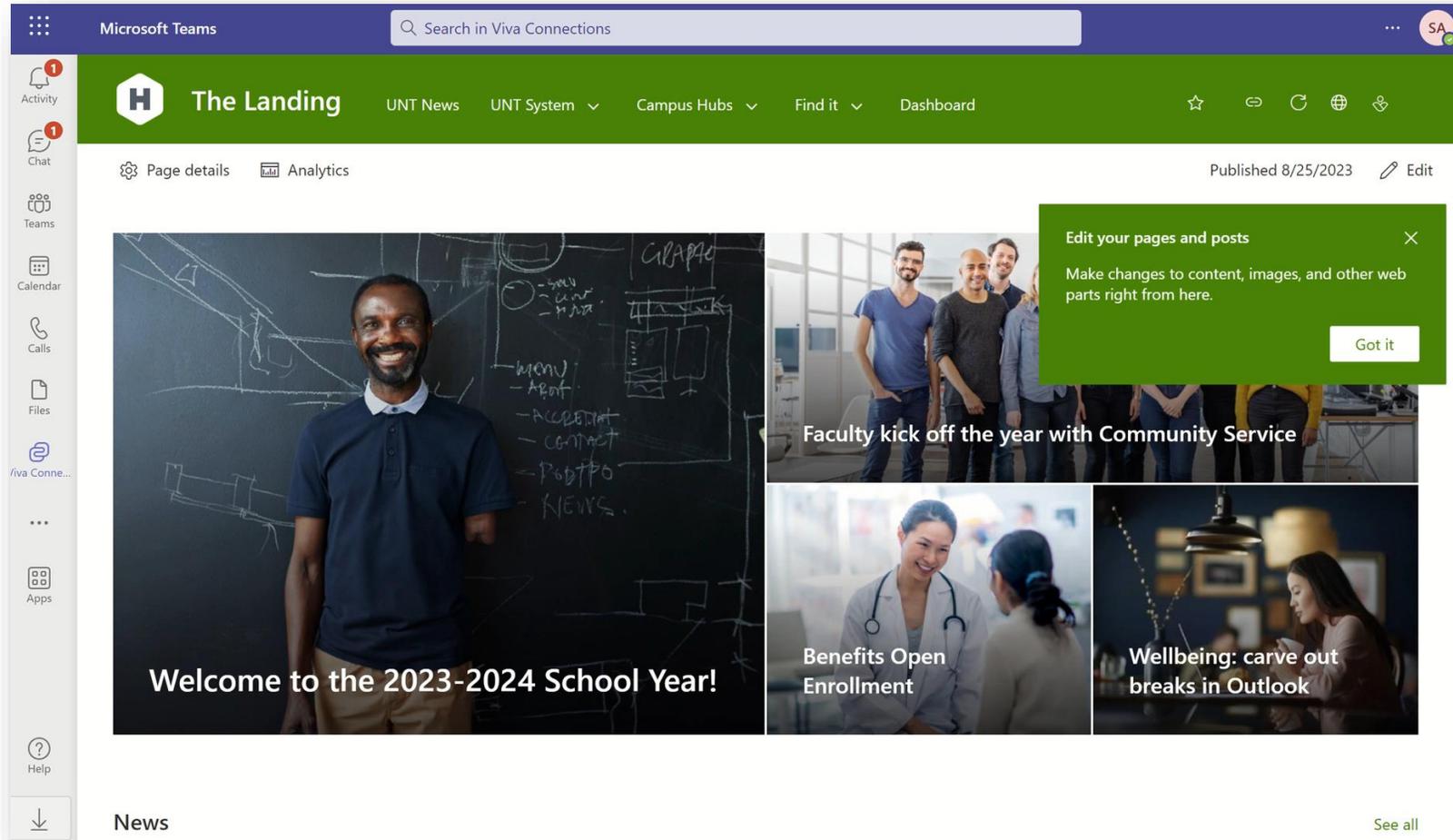
Connect people with relevant
information and knowledge



Engage
employees

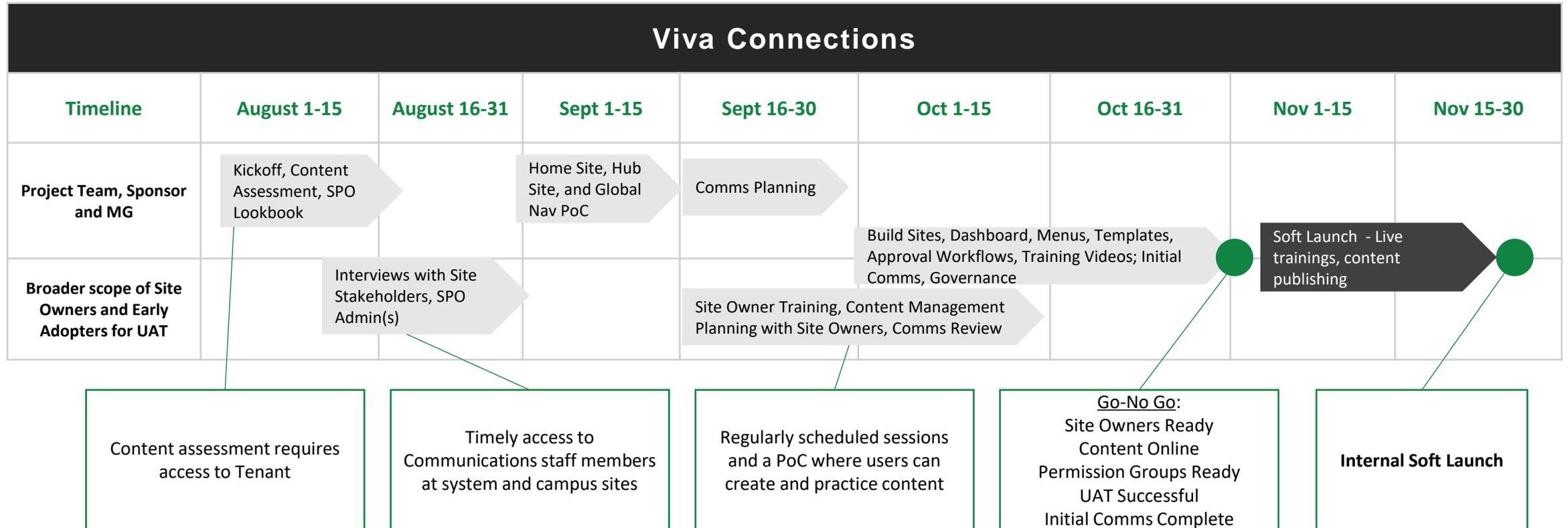
All the news relevant to the user in one place

Increase employee trust through values-focused communication



Timeline and Success Milestones

Viva Connections



Agenda

- 2:00 p.m. | Welcome & Staffing Updates
 - 2:05 p.m. | IT Transformation - Progress Update & Next Steps
 - 2:45 p.m. | Strategic Plan Updates
 - 3:00 p.m. | New Initiatives / Technology Implementations
 - 3:15 p.m. | Moderated Q&A
-