IT Transformation
Town Hall Meeting
Agenda

- 2:00 p.m. | Welcome & Introductions
- 2:05 p.m. | Objective of IT Transformation
- 2:20 p.m. | Progress Update – Key Accomplishments
- 2:50 p.m. | Lookahead: Next Steps & Milestones
- 2:55 p.m. | Moderated Q&A
- 3:25 p.m. | Closing Remarks
Introductions

■ **Campus IT Leadership**
  - James Garrison, UNT
  - Patrick Holler, UNT Dallas
  - Anthony Tissera, UNT HSC

■ **System IT Leadership**
  - Rich Anderson, Security & Compliance
  - Jim Buchanan, Ent. Applications
  - Rajesh Nayak, Data Analytics
  - Christopher Pritchard, Ent. Technology
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Objectives

➢ Better align service delivery, organizational structure, and business interaction model in support of overall enterprise strategies
  ➢ Establishing a cohesive structure is critical to help evolve/mature processes (repeatable, consistent)
  ➢ Unify IT roles and teams, system-wide, under single organizational and leadership structure

Drivers

➢ Key recommendation of Protiviti-led IT organizational assessment, which evaluated organizational structures/capabilities, as well as operating (capability matures) and governance models
  ➢ Decentralized IT operations create increased cybersecurity risk and costs
  ➢ Bifurcated structure creates confusion, hinders communication and collaboration
  ➢ Limited career advancement opportunities and inconsistent HR practices (titles, comp levels)
  ➢ 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
Initial Priorities Identified (May)

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
  • Provide greater insight and visibility
➢ Ensure agility and responsiveness (vs. slow and complex)
Guiding Principles

- 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
- Provide greater insight into decisions and strategic planning
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Key Accomplishments

Teams & Operations Unification

- Data Analytics (2022)
- Cybersecurity (2022)
- Campus + System IT leadership (June 2023)
- Infrastructure, Network & Telecom (July 2023)
- Focus on core IT competencies and responsibilities
  - eSports transition (July 2023)
- Standard performance mgmt. methodology for FY24
  - Leverage Objective Key Results (OKR) goal-setting framework
  - OKRs help individuals/teams focus on most critical initiatives, align efforts, and track progress towards achieving objectives
Key Accomplishments

Technology

— Unified storage, backup and recovery platforms deployed
  • Strong support on Hammerspace migration

— Hybrid infrastructure roadmap and cloud strategy defined
  • Effective collaboration on data center provider evaluation
  • Efficient teamwork and partnership during GAB to Sycamore relocations
  • Strong cooperation on how to effectively leverage cloud services (Azure, Wasabi)
Hybrid Approach & Strategy

» Cloud Computing (Azure)
  » Targeted services
    » Storage, web hosting, platform services
  » Disaster Recovery (DR)/out-of-band solutions
    » Authentication services
    » Tertiary location for critical ERP servers
    » Secure research enclaves

» DataBank - Primary (Critical Prod. Systems)
  » Purpose-built, highly secure facility
    » 100% Uptime SLA
    » 24 x 7 x 365 Remote Hands
  » Meets all compliance requirements
  » Robust network connectivity options
  » Value-add services
  » Nationwide presence

» ARDC - Secondary (DR & Less Critical Systems)
  » Robust data center offering
  » Cost-effective ($600/rack/month vs. power-based)
  » Convenient location

[Map showing DataBank and ARDC locations with 4 miles and 40 miles markers]
Key Accomplishments

Efficiencies / Synergies

— Current efforts have led to the convergence of 1 redundant and vacant Infrastructure role (not backfilled) with an additional 2 vacant roles identified

— Shifted administrative support workload from UNTD to SYS IT Finance & Bus. Ops.
  • Leverage available resources and expertise
  • Free up capacity for UNTD Finance team and the need for an admin support position
Focus Areas

Processes

— IT Governance Workshop
  • Build/optimize governance structure and processes
  • Establish accountability for decision making
  • Plan transition to optimized structure and processes

— IT Vendor Management
  • Key initiative roadmap defined and underway
  • Comprehensive process flows & vendor matrix documented
  • Current cost avoidance over $150,000 in the next 3 years

— Asset Management
  • Data gathering process underway
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Methodology Overview

Key Project Phases

1. Project Management Planning & Current State Discovery
   - Leadership Alignment
   - Program Branding
   - Communication Channels Established
   - Assessment Approach Defined

2. Operating Model & Organizational Design
   - IT Governance
   - Financial Modeling
   - Job Architecture
   - Job Titling and Sizing
   - Job Description Structure (incl. Competencies)
   - Performance Management
   - Compensation Benchmarking

3. Organization Transition Planning & Implementation
   - Transformation Playbook
   - Detailed Analysis of Current to Future Work
   - OGC and HR Sign-Off
   - Onboarding Program

Organizational Change Management & Communications
- Bringing university executives, IT customers, IT leaders, IT managers/supervisors, IT staff, and the public (as necessary) along for the transformation journey
Determining Appropriate IT Service Ownership

Source: Educause

The service offering is procured, designed, deployed, and managed end-to-end by the system IT organization.

The service offering is procured, designed, deployed, and managed end-to-end by the campus IT organization.

The service offering is procured, designed, deployed, and managed end-to-end by a specific unit or department.

Determining the **vision for which services** should be offered at each level of the delivery model should inform the consolidation of **people**, **process**, and **technology**.

Standardized, controlled, secured; benefit from economies of scale & repetition

Tailored, customized, flexible, agile; benefit from just in time response
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UPCOMING COMMUNICATIONS, RESOURCES AND EVENTS

- Monthly Town Halls
- Dedicated Website*
  - Including FAQs and other key information on our journey
- Survey and Email Capabilities
- Targeted Communications

* https://itss.untsystem.edu/transformation/