OK, perfect. Alright. We're gonna go in and get started. At 2:00 o'clock.

So let me quickly go to the first first.

Thanks everybody.

From another time on side load to.

schedule and all these town halls on a monthly.

basis. So like in somewhere.

is gonna call these.

So that's not talking of Tuesday, but Townville Tuesday, so ideally.

we'll have we'll downtown halls, every every thought on a Tuesday.

and so the.

of course you have you update of where we are, we're headed accomplishments.

and so on.

A lot of you already so it.

hasn't changed. We'll start with something introductions.

And I thought I would do is I'll start.
and then I'll ask my team of direct reports to come up and introduce themselves because some of them you may not know. Some of them you work with them for quite a while, so some not so much.

So I'll start and then we'll look at the next page and go through. I'll start with campus leadership.

and then go through the system side. So those of you have not met.

I have been in this role for systems CIO for about a year and a half now, and then before that a little over 2 1/2 years.

of Health Science center. So combined four years with sort of the unit.

enterprise altogether. Before that I was.

the error ambulance air medical company.

or Christopher and Chris Fulton. And a few folks that are that are on our team.

work together.
For over 10 years, 12 years.

so we agreed that company in instead of.

Seriously, the largest company.

I think.

During this meeting that American Airlines and the other.

of the company so.

Right.

Let me quickly go through through.

My direct reports, and we're gonna start with campus.

leadership, so James is.

sick, so he's remote, but you can start off.

We can hear the word.

Hang on one second, James.

Please remove remote.

No.
Or.

That's actually connected to James Patrick batteries here.

I'll let him introduce himself like you took.

Please note.

Are you guys able to hear me?

Good afternoon, everyone.

Yeah.

MIT.

Password.

So they can, like you, took the money.

I think there's a big one. We're working on it, yeah.

Hey, good afternoon, Anthony, to Sarah's executive director called.
the ACT team again I represent.

00:10:43.177 --> 00:10:46.197
several IP teams spotted the Health Science Center campus.

00:10:46.197 --> 00:10:49.497
and also the sort of the primary point of contact.

00:10:49.497 --> 00:10:53.317
between education research clinical organizations.

00:10:53.317 --> 00:10:57.877
s and the enterprise it on vacation. Even though you see going.

00:10:57.877 --> 00:11:00.677
on 14 years right now. So a bit of an old time.

00:11:02.617 --> 00:11:05.807
We let's turn into the system team.

00:11:05.807 --> 00:11:07.827
generally, they're.

00:11:10.197 --> 00:11:13.487
Alright, Jim Buchanan, executive director for enterprise.

00:11:13.487 --> 00:11:16.527
applications. So this is your PeopleSoft and things.

00:11:16.527 --> 00:11:19.587
like that and all these related to it been here.

00:11:19.587 --> 00:11:22.687
for about 10 years, not all with the with system.

00:11:22.687 --> 00:11:26.187
started out event computer science and engineering working there so.

00:11:26.187 --> 00:11:29.307
yeah loved it. It's great bunch of.

00:11:29.307 --> 00:11:29.777
school thing.

00:11:30.397 --> 00:11:30.747
Yep.

00:11:31.037 --> 00:11:31.737
It hasn't.
00:11:32.047 --> 00:11:32.347
OK.

00:11:33.587 --> 00:11:35.337
Hello everyone this is addition.

00:11:36.177 --> 00:11:39.767
I'm executive director for Xunit system.

00:11:39.767 --> 00:11:42.467
might know me from just see there.

00:11:42.567 --> 00:11:42.817
Also.

00:11:42.977 --> 00:11:45.037
You're nothing but for large.

00:11:45.237 --> 00:11:45.607
OK.

00:11:45.727 --> 00:11:47.057
Month or so and that.

00:11:48.187 --> 00:11:49.287
So did you fix it?

00:11:49.357 --> 00:11:49.867
Instance.

00:11:52.787 --> 00:11:56.237
And I'm Robert Ortega. I'm the senior director of finance at vendor management.

00:11:56.237 --> 00:11:59.257
Unlike some of these people have been here longer. I've only been here since.

00:11:59.257 --> 00:12:02.357
January. Before that, I was also saying paramedical company.

00:12:02.357 --> 00:12:02.917
that wanted.

00:12:08.057 --> 00:12:11.107
I'm told her. Just kidding. Somebody will get that somebody.

00:12:11.107 --> 00:12:14.247
went on Christopher Pritcher. They're on the CTO for system I've.
been here a little over a year. Part of that well.

ally, I wasn't working with him. That was a little bit before, but.

I was running man consulting firm and I was in manufacturing.

company for a few years, doing a lot of different things and that was.

working with blonde. And so I think you from.

In infrastructure perspective, it's all things networks allowed.

to go storage data center.

All that good stuff. So good to see you all here.

Cool.

James.

Online. So let me.

turn it back over to you and see if we can hear in the right.

Are you able to hear me?

Yes, the same thing again again.

Are you able to hear me?

Right.
We know we know what.

We can. We can hear you can hear.

Was there was there with us?

Sorry.

Try right again. James, how are you able to hear me now?

So what?

What will look back on this end of the we can get?

Hello. Yes. James is going to.

get a cover. So wanted to show some that is.

There's a speaker, alright, I mean.

Speaker. OK, I'm saying.

that's the bad.

Go back to get back to the I wanted to start with.
the brief reminder overview of objective.

00:14:08.787 --> 00:14:11.157
of the transformation. We're just unifications.

00:14:11.477 --> 00:14:12.697
And then.

00:14:13.317 --> 00:14:16.467
Progress progress updates some of the projects that we made.

00:14:16.467 --> 00:14:19.017
there and then really look ahead and that's what James.

00:14:19.107 --> 00:14:22.507
So that's clearly into the.

00:14:22.507 --> 00:14:22.507

00:14:23.367 --> 00:14:26.387
Methodology and the process that we're using, we're, we're.

00:14:26.387 --> 00:14:29.727
artnering with Floyd on this process, so we'll,

00:14:29.727 --> 00:14:30.647
get to that in a second.

00:14:31.777 --> 00:14:35.007
So it's a little bit of background as.

00:14:35.007 --> 00:14:38.047
Spencer Williams and Alex back in mid May.

00:14:38.047 --> 00:14:38.047

00:14:38.137 --> 00:14:41.157
Yeah, after sort of we've.

00:14:41.157 --> 00:14:44.337
seen that the result of the idea organizational assessment that was
done by.

00:14:44.337 --> 00:14:47.517
productivity wanted to take a different approach and really.

00:14:47.517 --> 00:14:50.857
look to unify as all from.
an IT delivery perspective under Wanda organization so.

really the main objective.

Things that belong there seemed really better. Align us like.

our service delivery organization structures.

and ultimately how we interact with the business, right?

in support of our overall enterprise strategy. So this.

year for this calendar or this fiscal revenue.

For the.

The three institutions that system came together and then put.

together a comprehensive and integrated strategic.

plan that is the strategic plan.

It's one year, and if you could argue it's fairly tactical, but.

the plan outlines.

and focuses on really 33 key areas.

First and foremost people. And so there's a whole set.

of objectives around that second of course.
e, student success research excess over and.

one is our financial strength, right, so there's.

some key initiative around that. So we have that.

in place. So want to make sure that we're able to support that effectively.

Now to effective like the point that we.

need to make sure that we have the right structure in place.

and that we can ultimately come together.

and help evolve and mature and advance our processes.

but sort of repeatable and consistent because I want to make sure.

that our four it processes are even though.

it may live in different places that we're all.

doing the same things consistently.

OK. So it's so to do that we need to really unify our.

teams or roles system one, so this.

will be across across the enterprise under single.

organizational and leadership structure, right. So that is.
Four years of tomorrow. This just means that we're all part of the same organization and that there are direct lines responsibility.

and accountability as we move forward.

The drivers that are you talk a little bit about this, but really this.

was one of the key recommendations from captivity and as.

you may recall, we looked at 10 core IT processes.

and highlight it really the consistency and maturity of.

those processes, not that we were doing things wrong, but there's.

room for improvement and for consistency and for and for.

evolution. So these are some of the, so the supporting.

supporting arguments that they came up.

with, I would I think we would all agree that today.

our structure creates confusion. I know in the past.

we've we've had.

It's a cases heated conversations of who owns what.
right, who who's responsible for what pieces. So.

I think we have some opportunities to be more.

clear about who roles responsibilities.

and lines of accountability also.

I would say we have very limited career advancing opportunities.

for events and opportunities for employees you.

have to quit and go somewhere else. We didn't really have any career.

paths. We also have very we have very inconsistent.

HR practices, what I call what I mean by that is job.

titles are different across the board.

and some cases we see job titles, IT job titles.

assigned to somebody that may not really be doing an IT role, right.

nd just so that we they can have the right compensation level. So we need to.

make sure that we look at all that we have consistent titles that.

we have career advancement opportunities for employees.
And most importantly, that one thing that the Chancellor of the President does that came together.

To determine this next phase for us.

The one thing that really focused on was our limited ability to scale, right? So this is more about future. not about the past. And that's what I want to make sure that you all kind of help us think through how do we get stronger.

Better Together. So that's really what this is.

Back in May, when we announced this, I had come up with this sort of summary summary slide.

of kind of what are the next steps, right? What are the priority items and I took.

this image from the presentation from captivity, which by the way the.

creativity assessment is available out in the website.
I don't know if all of you have read it or not, but it is available for you to review.

They had put together a pretty comprehensive Rd. map of how do we improve?

consistency and the capability of our processes. So they had a pretty good road map, but.

you gotta start somewhere, right? And so we identified these two areas.

as the foundational elements. So the priorities here.

that we call it first is the organizational structure.

which is what we're here to talk about and give you an update.

on. And the second one was our around it governance.

processes. They're inconsistent in some.

cases, they're updated some cases. We don't know what they are.

So just to make sure that we focus on that, so from.

a organizational design perspective, really the.
The objective here is to build a strong centralized team.

This again doesn't mean that everybody is a system employee, we know and I came up with the term sort of the enterprise campus is specialized services kind of that three tier delivery model because we a single group.

can't do it all right? We need that local presence, that local support that local expertise. And so I came up with the term sort of specialized services that was I was thinking more of areas like research and clinical and that are very specialized in niche and need their expertise.

There are some campus level services, right? And then there's some things at the enterprise level. So that's the term that I came up with as we move forward, we also let me highlight a couple of these things we talked about also make sure that we look
at as we if we're, if we're gonna come together under one.

00:20:34.517 --> 00:20:36.007
IT organizational structure.

00:20:37.547 --> 00:20:40.797
Look pretty pretty wide and so I, like I said, we casted.

00:20:40.797 --> 00:20:44.717
a pretty wide net to understand all these either.

00:20:44.717 --> 00:20:44.717

00:20:45.777 --> 00:20:47.567
Specific in.

00:20:49.177 --> 00:20:52.427
Clear it. Roles that are that are out there that some of you are already.

00:20:52.427 --> 00:20:55.527
parts of. Define it organizations and some of you are not.

00:20:55.527 --> 00:20:59.187
right and some of you are embedded into schools and colleges and business.

00:20:59.187 --> 00:21:03.307
units. So we needed to make sure that we looked at all that so.

00:21:03.307 --> 00:21:06.367
the objective is really to identify not only the.

00:21:06.367 --> 00:21:09.907
roles and the responsibilities that should be part of this organization.

00:21:09.907 --> 00:21:12.987
but also the relevant services, right and.

00:21:12.987 --> 00:21:16.607
also taking into consideration to kind of that three tier delivery model.

00:21:16.607 --> 00:21:16.617

00:21:17.857 --> 00:21:21.327
From a governance perspective, I was hoping that we.
would get started with the plan is to do a
sort of a detailed.
Four day workshop to assess.
where we're at. What are the different governance structures and where?
do we go moving forward? Unfortunately we got.
rescheduled from August through September now, so we have.
not started, but that's the intent really is to come.
together and understand kind of where we're at, what our governance practices.
and what are the governing bodies and groups that we have out there.
and how do we, how do we thinking of that kind of.
three tier delivery model, what is that what?
should that look like in the future?
Now as we move forward, I came up with sort of these kind.
of what I called our why our guiding principles I.
think we can all align on these we're here.
first and foremost to focus on the success of our partners in.
our business, in our campus operations, right, that's what.

we're here. We also are here to provide secure, reliable.

and innovative solutions. We have to deliver.

outstanding customer service.

As and as we embark in this process, look at areas where we can enhance.

our efficiency and effectiveness, right, reduce duplication.

and eliminate some of those some of those.

some of those silos enhance accountability.

and greater insight into decisions. This is something that came up in.

some of the conversations with positivity.

That from all the folks that were involved in.

interviewed, there was a great deal of interest and how.

do we get greater insight into the decision making and the road.

map of the strategic planning process. So these are sort of our.

why our guiding principles as we as we embark on this journey.
So let me give you a quick update on some of the changes.

By the way, on this slide, as we so this was mid May that.

we announced shortly thereafter, I started looking.

at consulting partners that can help us.

help us support along this journey. And ultimately we ended up.

selecting Deloitte and we started really working.

with them right at the beginning of July. It was late, late.

June or early July that we started working with them, but in.

the meantime we as the core leadership.

team, all the names that I.

That I mentioned in my previous slide and those that you met today.

we got together and started talking through, OK, what?

are the things that the kind of the low hanging fruit that we know?

we see out there, what are, where are the areas that we agree on?

certain services to be certain tiers.
right. So enterprise level and so when I walk you through the some of
the.

changes that we've made is with that in mind, right so we.

hadn't really embarked on an official engagement with the consulting
partner.

but we started to at least have those conversations plan ahead.

and at least.

Have a sense of.

Level. So from a teams and.

operation perspective and I wanted to correlate that in.

relate that our values I think but Better Together.

is pretty straightforward to understand, but.

I also included courageous integrity.

because if you look at the definition of the of that.

value, the elements of that value talks.

about building trust right through.

through your behavior, through your actions through your.
Being transparent, being authentic. So I.

think in and we had this conversation with my leadership team.

on Monday that as we've embraced.

Patrick and Anthony and James onto our extended.

system, IT leadership team, we open the.

doors, we open Access to the teams we open. There was no.

hidden, no hidden agendas.

or information. We give them full access. I know Roberts.

incredibly good about publishing a monthly report.

of our financials and forecasting.

They have full access to that, so we're not hiding anything, so I wanted.

to kind of call that out because as we embark, we can only.

be successful if we're transparent. If we're open and honest with one.

each other with each other, and we're gonna make mistakes, we're gonna.

fail. But if we're, if we don't, if we don't have that integrity.

and that courage, we're not going to get very far.
So a couple things here and probably have to see, but.

Back when I took on this role in March of 2022, I came from the Health Science Center and as I was making this transition, I quickly noticed that on this system side, and I've paid to say side. but just on the system landscape, we didn't really have a good data analytics footprint we. we didn't really have a good data platform. We had pockets of that. We had an HR data Mart and we. had a finance Data Mart. I would argue they're. not your traditional. Sort of data marts and through through the traditional. had that. But if you think about all the other enterprise systems that are out. there from people admin to here on to. concur, I mean there's just so many enterprise.
wide systems that are out there our IT platforms.

Crowdstrike, Rapid 7, et cetera, all those all.

those are systems that using to some extent and.

we don't really have a good robust data platform. So I asked Rajesh.

and his team.

To join me to come to the.

dark side, if you will, and help us establish that.

And so we're making some significant strides.

on that.

The second thing I also wanted to make sure.

that I'm very passionate and I prioritize.

our security and compliance postures and definitely.

from a security perspective, that was one of the things that I focused.

on very early on at Health Science center. So I wanted to make.

sure that as we move forward that we have one comprehensive.

and coordinated approach to security and compliance.
So I asked my call is it was the Information Security Officer.

00:27:16.217 --> 00:27:19.237
of the Health Science Center to come over to and be.

00:27:19.237 --> 00:27:22.337
part of Rich Anderson's team. So we have one security team.

00:27:22.337 --> 00:27:22.337

00:27:22.427 --> 00:27:25.437
Right. So that we're consistent from that perspective, these are things that I.

00:27:25.437 --> 00:27:28.597
could do within my purview because certainly from the Health Science center.

00:27:28.597 --> 00:27:31.957
from a system perspective is are things that I could do now.

00:27:31.957 --> 00:27:35.317
as we move forward on this unification, then we.

00:27:35.317 --> 00:27:38.897
announce and I sent an email in May that.

00:27:38.897 --> 00:27:41.997
or in June actually that we had realigned the.

00:27:41.997 --> 00:27:45.247
campus IT leadership. So Patrick or his.

00:27:45.247 --> 00:27:48.717
predecessor Anthony and James started.

00:27:48.717 --> 00:27:51.817
reporting to me directly. And again, being part of the extended it.

00:27:51.817 --> 00:27:52.617
leadership team.

00:27:52.977 --> 00:27:56.047
As of June 1, so that was that was completed and again we.

00:27:56.047 --> 00:27:59.187
open arms we haven't we have weekly meetings for two hours where?

00:27:59.187 --> 00:28:02.507
we cover a lot of different topics. We go in a lot of detail and.

00:28:02.507 --> 00:28:05.767
it's been it's I think it's been working well.

00:28:05.767 --> 00:28:05.767

00:28:06.687 --> 00:28:09.737
The other thing is, as I mentioned, we started going through this.

00:28:09.737 --> 00:28:11.437
planning process then.

00:28:12.137 --> 00:28:15.267
We identified that again thinking or taking to consideration.

00:28:15.267 --> 00:28:18.407
the enterprise campus and call it unit level.

00:28:18.407 --> 00:28:21.467
delivery model. We agreed.

00:28:21.467 --> 00:28:24.547
there are some services that just make sense to be delivered.

00:28:24.547 --> 00:28:27.757
at the enterprise level and so we the 1st.

00:28:27.757 --> 00:28:31.177
t group that we realign again out of HSC was.

00:28:31.177 --> 00:28:34.527
the infrastructure, networking, telecom teams, small.

00:28:34.527 --> 00:28:38.267
group. I think of nine total resources that.

00:28:38.267 --> 00:28:41.347
HTC has its own fairly specific set.

00:28:41.347 --> 00:28:43.527
of servers and storage and network.

00:28:44.227 --> 00:28:47.977
Telephony plot telephony is now part of the teams infrastructure.

00:28:47.977 --> 00:28:51.377
but it just made sense to align those groups.
to be part of Christopher's CTO organization, so we.

as of July 1 led by Ryan Kain.

and Jim Trammell and the telecom side those two.

those two groups transitioned over. We were also very careful in that.

process to understand. Again, going back to that kind of the specialized area.

There's a resource at the whole Science Center that is very.

ized in clinical systems, clinical care, right, or EMR?

platforms, both for our.

federal prison contract and our own clinical.

care delivery.

So we kept that resource back. So from a sort of system administration.

systems engineer perspective, right? Because it makes sense that they'd be.

localized and have that support and that unique set.

of systems under under under that purview.

We also focused on looking at.
and it's not a huge change, but as I was working.

with Patrick and his predecessor, Kevin.

We there was this esports.

Embedded within it, right. And so it didn't take a lot.

of manpower and support. There's one dedicated.

cozach and resource that was focusing on that and Kevin spent.

some time. But as we move forward, we also want to make sure that we're.

focusing on our core competencies and in our in our own core.

operations, right. So we were able to transition.

that to student affairs. We were in most universities.

the E sports programs typically live. So we.

were able to do that in July.

Also, as we kind of came together you with James.

rrent direct report organization, Anthony.
Patrick and my system team. We also agreed to transition to the standard performance management process that eventually will be rolled out enterprise wide. So that is the OKR training that Jim was talking about just a few minutes ago. It's a goal setting framework, right that forces you to think of what are the top 345 key objectives that you want to layout for the year and. Once you have your North star, then what are the key results? that are that you're going to deliver, that you're going to capture to be? able to make sure that you're tracking to that result right to that end? result. So as we move forward for FY24, we. all came together.
I can make my OK R public because they're not.

private. They're meant to be. This is meant to be.

a fairly public model where you can see.

OK, ours and objectives. And the idea is ultimately to eventually.

move us into a platform that we can connect all the way back.

to our strategic plan. Right? So from a strategic plan, be.

able to figure out what your connection path is to.

that and how you're working all of our work is supporting.

that plan.

Technology. I'm going to let Christopher talk a little bit about this.

Alright, technology.

That's what we're all here to do. So we.

had a few things that have gone on in the environment and.

the reason we wanted to stress these things is just to kind of emphasize.

how it is one team, how we.

really do want to encourage that collaboration and.
We understand. I understand that it's gonna take time to kind of.

break the mold, but.

And when I say mold, thinking about the way we've always done things.

and prior to even me arriving we.

want to kind of look at things differently.

One of the areas that I understand and.

think that it's actually kind of a cool thing that it.

worked out the way that it did. It's an unfortunate event cuz.

I'm sure that many of you have been involved with hammer space.

and would probably like to take a hammer.

to it, but in this instance it was a good.

example of how I and others we.

listened to the pain points that the Abrahams.

of the world, the times, the, James's, the Patricks.

Anthony and said hey.

This isn't working it it's not a great platform well.

I, in my infinite wisdom did not say. Yeah, sorry.
This is what we're gonna do. We invested in it. We're gonna make it work.

Suck it up and let's do it instead.

We said, OK, what's another plan? How do we go about this? in a different way? And how do we approach this in a more strategic? way that actually delivers at a high level to our customers which.

are our students and faculty and staff? I mean, that's ultimately.

what I'm here for. That's what all of us should be here for is to. serve is to deliver.

At the highest level to those people that we work for.

And so when I think about this, it's a great example of how.

we kind of came back to the table and said, OK, what are we going to do and how are we?

going to do it? We came up with an alternate strategy. We put some. of the control back into the different teams hands let.

them work like Abraham and Tim.

and Chris Stormer and individuals like that.

letting them write robocopy scripts that allowed them.
to move away from hammerspace over to the.

new platform that we're using, which is basically just using.

The new storage that we bought and kind of going that route.

And the reason that we emphasize these things is it's just.

better to collaborate. I mean, it's all of us kind of coming.

together collectively to collaborate and.

to build these strong relationships.

versus we're doing a little bit over here and we're doing a little.

bit over there and we're doing some things right and.

this guy's doing great over here and this guy's doing some.

stuff that works if we come together and.

we basically align think.

about how much more we can accomplish.

And I do not propose that I.

have every single answer to every single problem. What?
I do propose is that all of us together collectively.

collaborating, can come up with great solutions and results.

that will deliver at the highest level. So.

now another great area has been the strong cooperation.

with some of the teams like Michael Baggett and Darren.

Daniel, Daniel Duncan.

I'm talking about like wasabi for instance, or Azure.

access and things like that where they came straight to me and.

we're like, hey, could we get access to this? I'm like, yeah, of course.

Yeah. What do you need? How can I help you? Because that's.

the way that it should be. I do not want to be like this.

ogre. That's for when I'm at home with my wife and.

kids here. I wanna be nice. And I want to.

people that enjoy what they're doing. And so this is just a really great.

example. Same thing with the efficiencies and effectiveness.

of moving out of the general academics building. Many of you have
probably heard.

00:35:44.767 --> 00:35:44.767

00:35:44.867 --> 00:35:48.287
Long term goal long term strategy is we want to move to a Co located.

00:35:48.287 --> 00:35:51.467
facility like Databank which is what many of us.

00:35:51.467 --> 00:35:54.487
worked with. I took so many tours at that place with so.

00:35:54.487 --> 00:35:57.987
many different individuals across to all the different campuses
totally.

00:35:57.987 --> 00:36:01.037
open, totally transparent. Hey come and take.

00:36:01.037 --> 00:36:04.067
a look, see what you think and it worked out really well.

00:36:04.067 --> 00:36:07.267
And then some of the moving out of GAB over.

00:36:07.267 --> 00:36:10.307
to Sycamore for instance. Awesome transition.

00:36:10.307 --> 00:36:13.387
went really, really smooth. We all collaborated Willie really well.

00:36:13.387 --> 00:36:16.567
made sure we had security right cameras, badge access.

00:36:16.567 --> 00:36:17.567
all those kind of things.

00:36:17.997 --> 00:36:21.117
So I think that's it. I don't know if anybody.

00:36:21.117 --> 00:36:22.427
has anything else to add, but.

00:36:23.897 --> 00:36:26.957
Yes. So this is the new so.

00:36:26.957 --> 00:36:30.127
we went through a very, very extensive process, we and.
We met with Switch, which is a data center. It's a Tier 5.

data center out of Las Vegas, but they also have.
a data center in Austin. We looked at them.

we talked with DIR, which they utilized in and.

Data Center. We looked at a RDC, which is the Arlington regional.

Data Center, which we are using for some of that and I'll let.

Anthony talk to that in just a second here we looked at.

flexential and we looked at Equinix. Ultimately, we settled on.

Kind of the middle area there, kind of the middle tier which is databank?

and you'll notice.

I'm sure that you all understand when you're looking at any kind of redundancy.

You wanna have some Geo redundancy. You.

don't wanna be 4 miles apart and it isn't to.

point out. How could you possibly do that? It's.

to point out that this was what we were using in the.
past and we made it work and it worked know to.
est of its ability. But this is what we really want, we.
want true Geo redundancy where we have two data centers that are.
geographically dispersed and far apart so that.
if something happens here, we can just pick it up.
And when you think about things you think about them from kind of a?
weather perspective, a tornado.
most likely is going to move this way not.
come across here. So anyways we ended.
up selecting databank, we're using Azure.
because we have a lot of significant investment with Microsoft already.
That was one of the main goals that I had is maximized the investment.
in the products that we already own and start to use those more.
So we ended up and we.
will begin moving in and that September, October time frame.
of this year.
To start transitioning out of the general academics building so.

Anthony, do you wanna come talk about RDC?

Yeah, you bet. So yeah. Christopher mentioned some good.

detail about the data bank and really sort of our primary.

data center strategy. What I would say is.

again, the intention is gonna be.

critical, primary production type of systems is eventually.

going to run at the data bank. But what is our plan from a secondary?

perspective, right? Where is our backup data gonna go where?

is our Tier 2, Tier 3 systems gonna go?

What about our Dr systems, right? And.

that's where a RDC kind of enters in the picture and.

d what I would say is.

That this is where some of the IT unification.

efforts are already sort of yielding some you.

rgies, right, because HHSC.

even prior to it, unification was already looking.
at the ARDC location for.

our own needs, right? But with some of the recent developments.

now it's kind of turned into a little bit more of an enterprise.

wide effort where it's just not HSC, but all of our.

Member institutions are looking to kind of standardize on the.

on the ARDC location itself.

Just to maybe share just a little bit more information about a RDC again.

it's a UT system maintained facility.

UM they make that facility available to other.

higher Ed institutions, Texas higher Ed institutions.

through interagency like agreement really.

the value is and it's.

on the slide deck itself unlike commercial.

data centers, ARDC actually builds on a.

per rack per per month basis, right. So.

from a value perspective.
Even though we realize the RDC is not a tier.

one facility, it's phenomenal value from a perspective.

And then quickly, what I'll say is we already have a contract in place with the RDC. Christopher's team has already, and Chris Paul Paulson's team has already gone through and deployed our networking, including circuits and wide area networks.

And all of that. Ryan's team already has compute and storage capability already available, I think.

pretty soon or as early as in the next couple of weeks will be.

e pumping backup data from.

Denton to Arlington, right?

And later in a couple of months or so.

HSC is gonna be going through and introducing some DVR.

capabilities for what we call our correctional network.

system, which is a sort of a system that is at.
the center of a large revenue generating operation maintained.

by a correctional medicine team. So again.

those sort of tactical steps are being planned coming up so.

again, not just stopping at primary data center.

strategy, but kind of really rounding out the overall data center strategy.

With also the addition of the RDC, so probably.

a bit too much detail, but that's the quick context.

Thanks Sir.

The only thing I would highlight.

On the just on the Azure front.

That crisper didn't mention just for back to.

the proximity and disaster recovery capabilities.

We've we've also replicated not.

fully tested, full transparency, but replicated 60.
of the core ERP servers to Azure.

right. So our plan is to.

have because obviously we all rely on EIS to.

run our entire operation from students to finance to HR.

et cetera, et cetera.

So we have that replicated and it's and it's happening near.

real time. I mean I think there's like 10 seconds, 10 second data.

data loss. So the next plan would be of course to.

test and it's been that up and make sure that we can actually recover.

and test and log in and process transactions in Azure in.

the meantime, the team is actively working on configuring.

Still GB is the primaries configuring.

ARDC to be the secondary. We also have an.

in Azure authentication services. So.

shifflet and some of those services.

Already there and then we're we're, we've.
Already signed an agreement to start setting up a secure research enclave in Azure and completely detached.

Aached segregated environment in the.gov cloud.

Upcoming CMC requirements.

That are going to be there are going to be required here and probably.

In 2024-2025 and that was.

Another initiative where we came together and worked with HSBC.

With you and T and said look this is our recommendation.

Would you buy into splitting the cost?

Up front and ongoing? We estimated that so we're making some strides.

On that.

Yep, on the authentication service is one of the keys.

Of that and why we put that up there is that when you all.

I'm sure you remember the ice storm.

And we lost some things. The key to remember.

Is that you would have still been able to authenticate into.
certain things had those services been authenticated. in the cloud. So that was one of the areas we focused on. and those have been tested where. So for instance if.

we were to lose G, AB today completely shut. down, you would still be able to authenticate into Office 365. to. Canvas and other great solutions like that so you could continue. to function now it would. It would still be detrimental. to us and that's why we're continuing to work hard on the other redundancies. but that's a real key on the authentication services piece because.

it was. It's so it. It's so tightly integrated. with every all the platforms that we use. So yeah, things.

OK, Robert. OK. And this is where we plan to record any efficiency.
winds that we have along the way current efforts.

00:44:09.387 --> 00:44:13.057
have led to the reduction of 1 redundant and vacant infrastructure.

00:44:13.057 --> 00:44:16.697
role with an additional 2 vacant roles identified and.

00:44:16.697 --> 00:44:19.937
we've been able to shift administrative workload from you and T Dallas to.

00:44:19.937 --> 00:44:23.017
system by absorbing all of their purchasing. So all of that came.

00:44:23.017 --> 00:44:26.567
in house to my team. We've been helping them out with that, that's.

00:44:26.567 --> 00:44:29.697
been able to help free up capacity for the UNT Dallas Finance.

00:44:29.697 --> 00:44:32.617
team and also eliminate the need for.

00:44:32.697 --> 00:44:35.767
A open admin support position that they had.

00:44:35.767 --> 00:44:38.787
so as we find wins, we're gonna record them here and try to.

00:44:38.787 --> 00:44:39.877
be transparent for everybody.

00:44:40.927 --> 00:44:41.457
Thanks Sir.

00:44:43.317 --> 00:44:47.127
The I just want to highlight that directs what we purpose purposely.

00:44:47.127 --> 00:44:50.397
push this to the right when we announced.

00:44:50.397 --> 00:44:53.697
this was not about cost saving. This is not about headcount reduction, right?

00:44:53.697 --> 00:44:56.847
This that's not what it it's the this unification and.

00:44:56.847 --> 00:45:00.167
transformations about. But we knew that as we move forward there.

00:45:00.167 --> 00:45:00.827
were going to be.

00:45:00.907 --> 00:45:04.077
Synergies, right, so we just.

00:45:04.077 --> 00:45:07.157
wanna make sure that as we come together and we look at overlaps.

00:45:07.157 --> 00:45:10.537
duplicity that we plan appropriately, right. So we can ultimately.

00:45:10.537 --> 00:45:14.337
optimize, optimize our head count and our resources and.

00:45:14.337 --> 00:45:17.697
fill some gaps where we where we may not have skill sets that.

00:45:17.697 --> 00:45:18.337
we need. So.

00:45:19.477 --> 00:45:20.447
Just want to point that out.

00:45:22.317 --> 00:45:25.327
And then last thing I I'm calling more of a focus area.

00:45:25.327 --> 00:45:26.557
because we're we're still.

00:45:26.647 --> 00:45:27.487
A.

00:45:29.097 --> 00:45:32.347
Sort of getting getting our feet on underway.

00:45:32.347 --> 00:45:35.447
Is IT governance? So I already talked about the.

00:45:35.447 --> 00:45:38.827
workshop that we're gonna be scheduling here in early September.

00:45:38.827 --> 00:45:42.267
Again, the idea here is to help us either.

00:45:42.267 --> 00:45:45.477
build or shore up or optimize our governance.
structure and processes.

Discuss how do we increase engagement but also accountability for that and then usually the consulting partner is very good about helping us.

build their transition plan, right. And implementation plan we did.

that in the area of vendor management. So when I.

ame on board one of the things that I wanted to focus on was you. blossoming a formal practice of IT, vendor management.

We did a lot of procurement. We did a lot of contract management.

but we didn't, we're not really manage the entire.

Life cycle of our vendors and our partners.

And so with Robert coming on board and Michelle who's?

s been a godsend. You we're starting.

to get this work underway and getting some practices.

define and structure and so we've.
Thanks to them, we now have a comprehensive process. Flow documented as well as we started to.

Inventory and categorize our vendors and our partners into the similar to gardener’s Magic Quadrant, right of who are the strategic, who are the transactional etcetera. Forget. The other two buckets, but we've been starting to do that and have the we've we've looked. At all of our vendors and there's been some wins as well, so.

one of the things as they start working with the campuses. Come together and identify where we can.

Consolidate we for instance before. I think Rob would come on board, we consolidate the canvas agreement.

into an enterprise agreement, right. And it's gonna save us hundreds of thousands of dollars over the life of that. So that's really what the intent here.
is to really manage that process more formally.

And I don't know if, Roberts, you wanted to add anything to this area, no.

you pretty much nailed it. We've been we've.

been very fortunate. And then just asking some of our strategic.

vendors what can we do better, how can we save money has yielded.

quite a bit of results without having to.

Do much in the way of negotiation. A lot of these.

Vendors see us the same way as a strategic.

partner, and it's just been really great to reach out to them.

find cost savings, but not just cost savings. But how can we be?

a better customer and how can they be a better vendor and it's yield
the quite a bit already.

So it's been good.

We're running a little bit behind schedule, but I.

Wanted to highlight also acid management this.

is one of the areas that was that we all we've we've been through.

an audit. This was identified in the creativity.
assessment as well and this is an area that is just so fundamental.

and basic but so critical to.

our operation right we need we got to know where assets are we got to.

know how many endpoints we have where they're located, who has.

it, where they're at and also.

as we move forward then are they in.

Are they? Are they meeting our standards and guidelines? Do they have?

crowd strike deployed? Do they have rapid 7 agent deployed are?

they manage endpoint through one of our configuration management platforms?

We have to we have to track that we have to have visibility.

So Rajesh is starting to work with.

the Infosec team on this and.

ingesting SCCM data JAMP data.

Rapid 7, Crowdstrike. Absolute what?

am I missing?

Like.
Absolutely.

And we'll build dashboards and visibility.

Into and yis yis of course, as the source.

Of the accounting side of it, at least so.

We can put a comprehensive picture together of our assets and.

See the compliance meeting.

Compliance for all those, all those, all those baselines. So we're.

Starting to get that, get that underway.

Do we know if James we'll hear him?

Be able to hear me.

Just bear with us one second, James. Sure.

We'll talk with him.

James, can you say a couple words? Can you hear me now? Yep. No.

What we're checking, just give me a second.
So the people that are attending can hear we.
just can't hear him in the room.
The laptop it's going through the.
through the TV.
Try now, James.
Are you able to hear me now?
No.
OK.

00:52:33.277 --> 00:52:43.277
Right now, James.

00:52:48.587 --> 00:52:49.237
Can you hear me now?

00:52:56.397 --> 00:52:58.567
Yes, Sir, we can hear you now. Perfect success.

00:52:59.727 --> 00:53:02.887
Alright, so I was gonna just.

00:53:02.887 --> 00:53:04.977
keep this up and turn it over to you.

00:53:05.877 --> 00:53:09.217
So as we as I mentioned, we are partnering.

00:53:09.217 --> 00:53:11.577
with Deloitte on this journey.

00:53:11.657 --> 00:53:14.837
And while.

00:53:14.837 --> 00:53:17.947
we don't have we again, we just did our official.

00:53:17.947 --> 00:53:21.187
kickoff in for all intensive purposes.

00:53:21.187 --> 00:53:22.007
early July.

00:53:22.527 --> 00:53:25.957
We've had a couple of working sessions with them but.

00:53:25.957 --> 00:53:29.187
we have we don't have fully detailed out project plan.

00:53:29.187 --> 00:53:32.277
yet working on and Selena and Jim Steam is.

00:53:32.277 --> 00:53:36.137
helping us with that. But I wanted to let James.
kind of walk you through the approach that we're taking and.

sort of the methodology that Deloitte.

announced will be working on. So with that, let me turn over to him.

Sure. Thank you.

I'm sorry I can't be with all of you there today in.

person. Unfortunately, I contracted COVID.

so in an effort not be Ground Zero and wipe.

out all of the IT staff, I'm gonna be remote.

here today, but our engagements.

with Deloitte is Juanna shared. We just really have started, but they.

basically have 3 pillars and right.

now we're in the first pillar and some of that you've heard.

Juan speak to already which which amounts to.

the initial leadership alignment, the movement of myself.

and Patrick as part of the extended it.

Team with system. The establishment of our program branding.
The establishment of communication channels like these ongoing. Likely town halls, which you heard Juan, speak to a little bit earlier. As well, they'll be ongoing communications that are coming out via email and also. We have our established channels VR websites. And then something we're working on and we've not yet finished. Is really the ongoing. Project assessment. How do we assess success and? In our progress and whether we're staying on. Track with our goals and objectives and. So these core areas are really. In this. First phase and what we've been talking about significantly. With Deloitte and then really where we're going is. Into the second pillar, which is really.
defining the organizational design and.

that's going to incorporate what is it governance look like across.

the enterprise for all of us, what is?

the financial modeling look like, how does it stay the same?

and in what places does it change you heard?

quite a bit of discussion about job descriptions, job.

titling, really trying to have a more unified.

A unified presence for.

IT professionals within the enterprise.

and UM, and that includes.

architecture, titling, descriptions.

compensation, etcetera and then.

you heard a little bit about the performance management from one also.

as far as okr's are concerned and compensation.

benchmarking and so and really that full.

organizational design is I believe what we're about.
to start leaning into heavily in our.

And then in the final pillar for the Deloitte methodology.

is really digging into the implementation phase.

that's going to include their transformation.

playbook and that incorporates some.

things such as like an onboarding program for.

staff that may transition to system and.

it will also include a lot of details.

about how we function in this new state.

and a robust communication to all of.

you of what that looks like going forward.

One would you switch to the next slide?

Yep.

So another piece that we've been working on with Deloitte is this.

IT service catalog and ownership mapping.

So we've really been trying to flesh.

out what the service catalog looks like and.
where those areas land and.

therefore then talking about what do we.

believe is a system delivered.

service, what should be campus delivered services.

and then what would be either specialized or department.

level services. And so we've been spending a lot of time discussing.

ng this with Deloitte.

In our engagements, it is it is not complete.

as far as our discussions around.

this topic, but this slide really represents.

our initial efforts with Deloitte and trying.

to flush this out and then also compare that.

and model that with other system.

igher Ed system entities that Deloitte has worked with and.

g sure that we're aligned really with best practice.

and the.
most comprehensive models that exist in higher.

So for the appropriate IT service.

ownership here and this is kind of an extension of what we were talking about.

just earlier as far as what is system.

what is campus and what is department. And as you can see here at the.

top of the pyramid from an enterprise service.

we really are looking for standardization securitized.

and controlled and economies of scale that really.

provide the enterprise with the best monetary.

impact that we can that we can make. And then if you work.

your way down towards the unit or department services.

That really is going to be more tailored, more customized.

more campus specific. This is really where individual.

areas are differentiated and require.

that differentiation in order to meet their business.
requirements. And so this is a different way of kind.

of understanding those three areas that I was.

talking about with the service catalog.

So again, I'm sorry I'm not bringing.

the energy today.

But hopefully this kind of gives a more robust.

view of what we're discussing with Deloitte and where.

we're going with those discussions and with Deloitte and.

just appreciate the opportunity to share that with you.

Thank you, James.

And that's the one thing I will highlight.

before we go into the into the Q&amp;A portion, which I.

think we're.

Right on time.

Is I know I've only been here.
Like I said, almost four years.

00:59:45.627 --> 00:59:48.947
Some of these unifications or changes transformations.

00:59:48.947 --> 00:59:52.477
have been attempted in the past, right and so.

00:59:52.477 --> 00:59:56.537
certainly I wasn't here to know the history of, but this.

00:59:56.537 --> 00:59:59.737
is again not about cost savings. This is not about energy or.

00:59:59.737 --> 01:00:02.877
reduction maybe, but not resource reduction.

01:00:02.877 --> 01:00:05.037
Yeah. And so we're really embarking.

01:00:08.167 --> 01:00:09.427
on this together.

01:00:11.117 --> 01:00:14.787
James is part of the core team because obviously you.

01:00:14.787 --> 01:00:17.807
have to be transparent obviously within the UNT campus given the.

01:00:17.807 --> 01:00:20.827
size and complexity. That's where a lot of the.

01:00:20.827 --> 01:00:23.877
decentralized operations lie at HSC and you.

01:00:23.877 --> 01:00:26.967
want Dallas is fairly, fairly centralized and there's some.

01:00:26.967 --> 01:00:30.157
key roles that already exist in the structure there.

01:00:30.157 --> 01:00:33.547
So we have to look at that and certainly James.

01:00:33.547 --> 01:00:37.017
and his team know this campus and the operations far.
better than any one of us do, right? So we are including.

Him and those as part of those conversations, you.

So our objective is to make this successful.

and as James mentioned, we have not fully defined.

what are the KPIs and the metrics that we're going to track because we're going, we're.

early in the early in the process, but our objective is to make.

it successful and to bring us together leverage.

the expertise, leverage the capabilities that we have and.

again just align is better and this is about the future, not the past, so.

So with that, I think we're right on time for questions, so.

I'll look to Laken in.

the back to see if there's any anything that we.
We want to address.

It's good.

Slides in recording of the town hall. So everybody.

an go back and review it. If they were unable to attend in full.

Also would like to thank everybody for their patience with the audio issues.

Our first question comes from a didn't.

staff member. How we know other the IT transformation?

is successful?

Yeah, I'll 6 tab and then James.

and others can chime in here. I think we wanna make sure.

that we first and foremost don't impact operations.

right. We cannot afford to.

disrupt or impact adversely or our operations.

So that's one measure of success and other another measure.

of success to make sure that we have a defined organizational structure.
that we have a consistent job title and in architecture.

That we've completed our analysis of.

our compensation levels and establishing the road map for that.

and gathering input and.

as we defined the structures.

Structures are not set in stone, they're always can. 

always change. Is gonna be some adjustments, some lessons learned as we move.

forward. But as there's a few things that come to.

mind as we kind of look at gauging success.

is making sure that we're getting that, disrupting that we're enhancing the.

operation that we were adding resources that.

we are that we have cross cross training.

and visibility and that we have a consistent approach for.

us moving forward. So those are a few things that come to mind, but certainly James or.

others, if you want to chime in.

I know this probably seems crazy, but I think we have to ask be bad
because.

01:03:07.087 --> 01:03:10.127
we all know right now we can think that we're delivering.

01:03:10.127 --> 01:03:13.177
at a high level, but I guarantee you sometimes our customers don't feel that.

01:03:13.177 --> 01:03:16.197
way. And I think asking for that honest feedback and then.

01:03:16.197 --> 01:03:19.257
knowing where we're at and we know that we all.

01:03:19.257 --> 01:03:22.337
know and it doesn't matter if you're in it or if you're in a.

01:03:22.337 --> 01:03:25.387
department sales or whatever you're in, you're never going to.

01:03:25.387 --> 01:03:28.657
have, you're always going to have customers that are satisfied with however.

01:03:28.657 --> 01:03:31.777
much you give to them. But you will be able to look.

01:03:31.777 --> 01:03:33.837
back and say, OK, here's where we were.

01:03:33.957 --> 01:03:37.207
And here's where we are, and hopefully it's on an upward trajectory that's.

01:03:37.207 --> 01:03:40.467
it. That's a way to definitely tell when you're doing something.

01:03:40.467 --> 01:03:43.847
like this, whether it's within a department, because we are really.

01:03:43.847 --> 01:03:46.867
all one IT department or across departments, if you're.

01:03:46.867 --> 01:03:49.967
unifying like marketing and sales or something like.

01:03:49.967 --> 01:03:53.197
that, I think that would be a good way for us to look at that.
Is everything good?

It reminded me of there is a feedback form online where you can submit comments and questions as well.

Go ahead, James. I think it was gonna. I was just gonna say I would. I would echo Christopher's comments. Yeah, I think dialogue is critical.

to this process, and it's something we didn't. Necessarily get into a little bit earlier in the slides.

but I also think it's something that's it's been very different. in compared to past.

efforts around it that have happened. long before I joined the university in 2019. I think what's Markedly different with what we have going on.

today in this unification is really a desire to. dialogue and a desire to genuinely.
improve, and that's.

with our work with each other, and that's with our services.

that we deliver to our campus. And so but all of that requires.

open and transparent dialogue and a willing.

to listen to each other. And I think that's key. So just.

really kind of echoing what Christopher was sharing.

That will mean to talk too much, but I am gonna say one of The thing is I.

want us to think about this. Many of you have been here a long time.

and I haven't one hasn't.

Rashash, Robert. But you.

over here. And you saw why it failed and if.

you can think about what could have made it successful and.

then provide that feedback, that's how it changes to.

meet your needs as well. Not so it's not just you.

iting here at a leadership level.

thinking of the things that we believe will make it successful if.
we can get good, honest feedback, it doesn't mean that everything gets taken in and.

we implement it, but at least we hear and we OK.

these are the things that led to the failures in the past.

We can avoid those.

It's better than landlines. We moved it out of the way and.

it just helps us be that much more successful. I can tell you all.

I know we're Warren comes from because I've worked with him for over.

a decade and I know where I come from and we truly do personally.

from my perspective, want this to be successful.

and we're gonna look relentless individuals.

And I think if we partner together, there will be a win win.

for us all. So I think thinking about the things that didn't.

work and providing that feedback and other things that.

you think hey, this could work.

By doing XYZ, that's a that.

that's really critical I think.
Thank you. Our next question is Juan, can you explain more about how you point to determine IT organizations that will be included in the centralized structures and which ones were main as is?

Yeah, that's a great question. We're going to go through that through that conversation and analysis, right?

There's, as I mentioned, there are some embedded Standard IT operations in schools and colleges. and departments and business units. Those are easier to sort of identify.

and there's others that is more. It's as more great right in terms. of roles, responsibilities and how much of. an IT role they're performing.

an
So we're going to get into those conversations we've also talked.

01:07:26.917 --> 01:07:30.697
a little bit about understanding and coming up with some.

01:07:30.697 --> 01:07:34.187
type of rubric or framework for and I.

01:07:34.187 --> 01:07:37.237
think we can all agree back to that service delivery matrix if you look.

01:07:37.237 --> 01:07:37.917
at all those.

01:07:38.197 --> 01:07:41.917
All those service catalog items, that's.

01:07:41.917 --> 01:07:45.067
your traditional it, right? But there's a lot more nuances.

01:07:45.067 --> 01:07:48.157
behind the scenes to that. So we're.

01:07:48.157 --> 01:07:52.047
we're going to go through that through that analysis conversation and understanding.

01:07:52.047 --> 01:07:55.307
again teams and roles and responsibilities and how.

01:07:55.307 --> 01:07:58.427
much they're spending on different activities, so much that they're.

01:07:58.427 --> 01:08:01.547
focused on other pieces. But again, making sure that as we move.

01:08:01.547 --> 01:08:02.987
forward and sort of read.

01:08:04.467 --> 01:08:07.857
Redesigned those that were not impacting the operation.

01:08:07.857 --> 01:08:11.037
so it's there's no clear it's not a clear.

01:08:11.037 --> 01:08:14.317
clear science, but that's where we lean on the.
expertise of kind of the lloid that have been through this.

and higher Ed setting, right. So they're.

this is a higher Ed specific team, so they speak.

our language, they know our operations, they know decentralized.

centralized Federated, non Federated and.

so they kind of guide us through that and get some areas are going to be.

Easier to identify some others. We'll take a bit more time.

Thank you. Our next question is who is measuring and how leadership?

measure the success of this effort?

Yeah. So we'll talk a little bit about it and I think James did as well of.

we are going to be working with Deloitte.

to identify kind of think through what.

should be the key metrics and the areas that we're going to be tracking.

and measuring. And we'll be fully transparent and sharing those.

some of those, some of that may be we.

pull you after this meeting. Did we share?
information that was valuable so kind of keeping an eye on that.

some of that may be tracking our efficiencies.

Again that's not the main driver but.

That's a metric that we'll track.

but want to make sure that we track engagement.

that we track some of the some of the.

accomplishments as we move along. So I.

don't have those fully defined yet. We're we're going to talk to them.

in more detail, but we'll be making.

those available as well. And we set up, I'll talk to.

about in the closing remarks, but we have a landing.

zone for like a better term in our.

I'm trying to stay away from the term IT assess, but in the IT assess.

website in system we've.

created a transformation subsite and it's.
going to be kind of our central housing spot.

for or things like this and will be as we define.

those what they are. We'll publish the data that.

we have. If not, we'll start collecting them.

Thank you. This next question was submitted online ahead of the.

town hall Better Together as a good slogan, this speaks.

to me of improving quality and we're timeliness is.

the intent to improve quality, timeliness and or cost.

efficiency.

All the above.

No. I mean, seriously, no, I think again there's I think.

we all realize there's opportunities for working more efficiently.

We're starting to look.

into our Rolodex of vendors, right and identifying opportunities.

where we can potentially transition to an enterprise contract.

You bulk purchasing as.

ng as we standardize things as we consolidate you.
also for example looked at Christopher.

did the analysis along with Robert Allen on.

even though it sounds like we don't pay anything for a.

data center services today because they're on campus, the reality.

is they're occupying space, they're consuming power and.

there's a lot of fixed assets that are required.

to be invested in, right. So those are just some of the examples as we.

move forward, we'll incorporate.

We are trying to be more efficient as well, so that was the other part.

of the question. As we look again at the governance.

model, we don't want to go back to that rigid.

structure. You send us your intake and we take 6.

x months to get back to you, right? And that six month answer.

is we're looking at 12 months.

out before we can touch touch your project. That's not what we want to do again.
n, this is not about just.

About bringing people into vortex and extracting.

from where you are, we want to make sure that we're nimble and agile and can deliver.

We're wherever that's needed. But at the same time make sure that we have the right.

governance structure. So I would say all the above and.

obviously it's gonna be different initiatives as we move forward.

This next question comes from Denton. What are the plans to ensure?

all engaged employees understand IT value proposition?

across all institutions?

Quick question and definitely we'll like.

to hear from the others. I would go back to let me.

Go back to this slide of the.

90 governance.

You look at that graphic there which.
I stole it in create. So Full disclosure.

one of the key tenants.

there is value delivery, right. And so I think we.

have to not only the system.

side but the campus and departmental level make sure that we.

are focusing on the right things that we are capturing the impact.

that we're making in operations that we're tracking those efficiencies. So.

I think it's our own.

Processes that we need to make sure that we're capturing.

and in noting those, for instance, at the system level, we've.

e've started to publish our.

projects and on time completion rate, so.

hat we can understand at least have a baseline, right if we want to.

be 90% on time or better than.

making sure that we're we're tracking and ideally for.

on time, on budget, on scope then.
and we're focusing on.

Obviously, the other aspect of this is from a value delivery perspective.

is the business right? What are the priorities for the?

or our operations, what are the priorities for our campus for?

our promised areas where research areas and making sure?

that we're delivering on that? But it's also organizing kind.

f how we present that data as well. So we can show the.

impact and sometimes is tangible, sometimes is not.

things like security so.

oftentimes they're looked at a as a cost, right.

But you think about the disruption.

Of a cyber incident, it is absolutely.

real. It's weeks and millions of dollars, realistically that.

you need. So those are some of the things that come to mind, but I'll.

open it up to others to determine.

One of the things that I'll say is that.
If you've never looked at MIT as a business, you should, because that's what you want. Run it like a business. Most of the time it is looked at as an expense. That's all it is. What you need the X amount for. storage and virtualization, and we need new software. And I thought we just got new laptops, and we all of these things. and it's always something new where we're coming around and we're asking. for more money. But when you look at it strategically. and you start to say, here's the value add that we bring the. where I'm going with this. for more money. But when you look at it strategically. and you start to say, here's the value add that we bring the.

Is that as we align more as one United group?

it doesn't mean that you have one service desk. For instance. We've met and talked about centralizing.

some service desk offerings, but it means you have a standard. that everybody adheres to. So that anytime you have an experience.

it's the same across the board, whether it's a student or whether it's faculty.
whether it's staff and as you see those values come back.

01:15:06.807 --> 01:15:10.107
that helps us align on a success.

01:15:10.107 --> 01:15:13.287
perspective so that we can actually people can say, OK, yeah.

01:15:13.287 --> 01:15:14.517
this makes more sense.

01:15:14.647 --> 01:15:18.017
I had the same experience whether a student or whether I'm in faculty.

01:15:18.017 --> 01:15:21.317
whether it's staff, whether administration, whatever the case may be.

01:15:21.317 --> 01:15:24.497
and I think those are the, those are the things that we have to think
about rather.

01:15:24.497 --> 01:15:27.937
than looking at it as it is this.

01:15:27.937 --> 01:15:31.077
operating expense, it's more like an.

01:15:31.077 --> 01:15:34.237
efficient machine. That's really if somebody.

01:15:34.237 --> 01:15:37.317
were to say what's the success in your mind, it's that we.

01:15:37.317 --> 01:15:40.437
are like a oiled machine that is operating at the highest.

01:15:40.437 --> 01:15:41.257
level possible.

01:15:43.687 --> 01:15:46.717
The last thing I would add to that is.

01:15:46.717 --> 01:15:49.907
is one of the things that we talked to productivity, for example, was.

01:15:49.907 --> 01:15:52.937
the concept of portfolio management, right? If you think of your.

01:15:52.937 --> 01:15:56.397
investment portfolio, you have a portfolio and you have to diversify.
your investments and they have different rates of return. That's.

one area that we haven't really embraced or.

formally adopted is kind of that portfolio management.

So we can understand kind of the different levels and levers.

and how do we how removing them. I would say the other the other.

aspect of that is also.

Which we started this year with the new with the new.

initiative with the new program.

Working with the Board of Regents, they've given us the campuses.

and system more flexibility and autonomy in terms.

of making decisions up through certain dollar.

threshold, right in return, they want to make sure that.

we are also evaluating those investments and those.

in those initiatives much more closely so.

I would say from a value delivery perspective also our.
business operations need to be part of that, right, so.

we need to embark on and we started to do that as more.

we're regularly but.

Really cost benefit analysis you.

t are thinking through and also if?

a business unit is saying we wanna.

Roll out CRM product and it's gonna you know it's gonna bring.

n. This additional revenue is gonna create.

this. All these. We need to be able to measure and manage and.

track that we're meeting those results, right? So that we can.

hold each other accountable as well because we want to make sure that we investing in.

the right technology and in the right initiatives and.

optimizing those dollars. So that's part of it as well is.

also evolving and maturing our sort of financial.

Modeling and estimation of what?
Submitted online, but with this unification being presented.

to the end user who may be very familiar with local IT.

staff and the IT services.

Service areas. Brilliant.

Yeah, I think.

For the foreseeable future, that won't change, right? If.

looking at certain processes because as you can see from the two.

priority areas, we're focusing our organizational structure.

We're focusing on our governance structure.

There is obviously, again we were.

so looked at and across 10 core processes.

we there's a road map for that. You there there's gonna be some initiatives.

that will look at around support is that in management?

asset management center. So we want to be careful as.
make changes then obviously communicate that very.

extensively to the end user and to the Community.

But for the foreseeable future, that's.

gonna change and again wanna highlight that the objective.

is not to impact or disrupt operations. So we gotta be very.
careful about how we approach those.

One can I add to that? Yeah, please. Yeah.

I would. I would say in some of this is echoing.

what one was just sharing, but.

If there was to be a change, obviously.

there would be a planned rollout strategy.

and that we would convey to the end user we.

would try to make that as seamless as possible, but.

I think the overarching.

unification plan.

That is not going to be very prominent.
and so the local IT staff and IT staff.

service areas brand from my.

perspective thus far you.

may have a more connected understanding.

of how things with this unification are affecting you.

Things such as governance or whatnot, but your.

work with your end user should largely remain.

unaffected. And so.

Some of that again is just echoing what one was saying.

before, but I don't see.

I don't see a significant impact there.

Thank you. This next question came in several times and different.

varieties, but the recent increase in inflation, how?

do you plan to address compensation as it is not currently consistent?

across the system?

Yeah, I'll what I'll say is we're we're going to do the.
again the analysis of.

You are current sort of job structures.

compensation levels.

01:20:31.617 --> 01:20:34.887
What are they? What are those job titles? What?

01:20:34.887 --> 01:20:38.047
are? What are? What is the market?

01:20:38.047 --> 01:20:41.127
calling those roles? Make sure that we go through the analysis.

01:20:41.127 --> 01:20:45.087
and then I know there's different initiatives at the campuses to.

01:20:45.087 --> 01:20:48.967
I know you were T has some specific initiatives that they're trying to
do around.

01:20:48.967 --> 01:20:52.507
compensation. We've also looked at the system.

01:20:52.507 --> 01:20:55.567
of how do we optimize our.

01:20:55.567 --> 01:20:58.647
positions and be able to make some adjustments.

01:20:58.647 --> 01:21:00.567
and we'll be looking at in the idea would be to.

01:21:01.207 --> 01:21:04.707
To put a road map together of of uh because.

01:21:04.707 --> 01:21:07.757
sly we all understand this is not a not an easy thing to.

01:21:07.757 --> 01:21:11.177
do and fix, and we need to plan and work very closely with the CFOs.

on any financial implications.
nd adjustments. So I can't, I don't know what.

the timeline looks like or promise anything.

other than we have to. We have to look at that because we need to be.

more competitive. We need to be more consistent.

We all know we're not gonna be at the top of the range, but at the same.

time, we have to be competitive and.

pay for the skill and talent that we have and.

to support the operation. So the.

objective coming out of this, one of the success criteria.

would be making sure that we have, we have a good defined road map.

at least of where we are and where we would like to go. And then.

tart to plan for that appropriately.

Question is about predevelopment. How do you plan to?

create additional opportunities through this project?

So for one, we need to.
start in. I know some groups I've already started to.

formally document what are the options today.

right? Because even within our teams, we don't have that.

well defined of what is your career progression?

What is your, what are your opportunities to advance?

I think we haven't talked to the leadership team, but I.

think also would be the ability to for folks.

to explore other options. So if you're interested in networking, go.

spend some time with Chris Poulson and his team right to understand what.

is wired networking versus wireless.

versus what area you.

tever. Whatever the case may be.

But the that's part of the.

that job architecture that you that you saw earlier?

in the slide.
Once we define, you know where we are, where we want to go, and what.

... what is market for, what are the right titles in architectures for.

... our job structure, then we'll start to identify the career progression and some of that. The idea would be.

... of course if you want to remain on a technical track, then you have the option to remain on a technical track. If you want to be more on the management track but you have options right so it's going to include.

... for example, no, Jim has done a good job in his area.

... Of enterprise applications, right? It's a large team multiple modules, multiple products. They're supporting they.

... have a good.

... Design or draft of the career progression options and what is the level of experience?

... with the level of expertise. So we want to make sure that we do that across.
the board that we expose that out. And again if you wanna remain.

Technical.

Want to make sure that we have the right also salary.

growth capabilities, right? Because a lot of times we.

make changes for to increase. And so if you.

anna just remain strictly technical, whether that's an architect title.

or I forget what the term that they.

use that fellow I think is the term that pace.

laces like Google uses what we'll be brainstorming.

on that with and obviously with the.

groups here the leaders here on capturing that and.

d documenting it.

Like this one. What can we expect to see in the?

next 3060 and 90 days?

That's a good question. So.
In the next 30 we my. hope would be that back to that service delivery. matrix that he saw that by the time we meet here next. September that we have a. formalized or at least an agreed upon. Service delivery matrix that. takes into account what will be delivered in enterprise campus. and department or specialized area. that we're starting to you. on, those on those changes. And that would definitely be within. 60 days within 60 days and 90 will be. looking at our governance models. structure defining the road map for that. But I think the organizational design and kind of that. analysis, we'll take us some time because there's. lots of lots of employees out there that we need to carefully.
discuss and consider and evaluate.

and but ideally would be having.

some more definitions or.

Yeah, definitions around the kind of those the approach to.

service delivery kind of with that with that backdrop.

that we started earlier.

To have one more question I think would be important for clarity.

If we were invited to the meeting today, is it safe?

to assume that we'll be part of this reorganization, our project good?

question. Yeah. And I tried to address that earlier, but.

just to be completely straightforward.

Yeah. The idea is that everybody does that.

We've reached out to either is.

maybe part of the centralized IT organization.

against centralized means, unified, right? I mean, it does not.

mean centralized and everybody goes to system.
It just means a unified IT organization across the enterprise.

01:26:28.267 --> 01:26:31.537
So yes, everybody that was that was.

01:26:31.537 --> 01:26:34.547
invited either has.

01:26:34.547 --> 01:26:38.007
a job title or a an IT role that.

01:26:38.007 --> 01:26:41.067
through our knowledge it's not perfect but our limited.

01:26:41.067 --> 01:26:44.077
knowledge that we know about and as we go.

01:26:44.077 --> 01:26:47.567
through the process, we'll quickly, quickly.

01:26:47.567 --> 01:26:51.187
determine our approach, for example to specialize.

01:26:51.187 --> 01:26:54.867
areas. And if we don't need to touch.

01:26:54.867 --> 01:26:56.047
or modify or.

01:26:56.137 --> 01:26:59.567
Or make any changes. Then we'll start.

01:26:59.567 --> 01:27:02.897
to quote unquote release some folks, if you will.

01:27:02.897 --> 01:27:06.207
but we have not gone through that analysis, so that's.

01:27:06.207 --> 01:27:09.397
why everybody that either a is known.

01:27:09.397 --> 01:27:12.417
to be in an IT role or perceived to.

01:27:12.417 --> 01:27:15.757
be in an IT or technical role or title.

01:27:15.757 --> 01:27:18.187
is part of this analysis.
Thank you. Before we turn it back over to you, like I think Patrick has a.

yeah, I just wanted to make sure if anyone in person.

had questions that we. Yeah, good point. Yeah.

And might be.

Not to put anyone on the side, but this is gonna make sure you all had an opportunity.

here for you have to ask.

No thank you. Fetcher any questions from.

This helpful.

Yes, no, go. Let me go to.

just kind of wrap it up basically.

goes again, talked about a little bit monthly town halls on the.

website listed at the bottom there.

Is that the schedule we may have to tweak the September 1.

because of the IT Governance Workshop.

we have the website thanks to the to Lincoln's team for.
helping us.

With that, get that stood out.

We have updated the frequently asked questions so in.

our email communications we've and we've highlighted the.

inbox that is that is available all.

the questions that have come in, they've been answered there so you.

can always go go in as more come in and we.

find answers we'll publish them there. We've obviously consolidated.

some of them because they were duplicative and.

again any key information.

Whether it's that's relevant to share what we'll make it available.

we may use surveys and of.

course email updates as we as in when it's relevant though we may.

we may use certain surveys or.

touch points with you via via that.

Channel and then also have a plan to have.

targeted conversations with for instance, Dean.
huddles, faculty Senates as we move forward.

we want to make sure that we're communicating at different levels.

of the organization, so.

Different, different, different groups, we'll.

wanna be. We'll have different interests or areas that are gonna be focusing.

So that's our plan in terms of just making sure that.

we're keeping you up to date and engaged and informed of.

where we are.

And if there's no other questions, I'll wrap.

it up.

Alright.

Thank you all. Appreciate it. Thank you everyone.
01:30:26.507 --> 01:30:36.507

01:30:36.507 --> 01:30:46.507