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
Staffing Updates

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

**MILESTONES**

- **DATA GATHERING AND SOCIALIZATION**
  - Kickoff
  - Weekly Touchpoints with Deloitte
  - Monthly Townhalls
  - Detailed Assessments and Interviews

### JULY-SEPT

- Service Catalog and Ownership Mapping
- Future IT Governance Model
- Finance Model
- Organization Structure
- Job Architecture Framework

### OCT-DEC

- Execute Organization Transformation Playbook
- Finalize Organizational Structure

### 2024

- Onboarding, Training, and Continued Development
- Organizational Health Checks (30/60/90)
- Adapt Service Delivery Model

---

**Current Focus**
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 a specific unit or department.

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

---

**Enterprise Service**

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

**Campus Service**

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.

**Unit / Department Service**

Tailored, customized, flexible, agile; benefit from just in time response
Next Steps

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.
## Governance Workshop

### Executive Attendees

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

### Feedback from Executive Teams

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Category</th>
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<tbody>
<tr>
<td>Opportunity to mature; current governance is distributed/decentralized; clarity around prioritization; accountability</td>
<td>Transparency</td>
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<tr>
<td>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.</td>
<td>Transparency</td>
</tr>
<tr>
<td>Process for contract renewals</td>
<td>Agility</td>
</tr>
<tr>
<td>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</td>
<td>Effective Communication</td>
</tr>
<tr>
<td>Organizational Change Management – needs to be considered in the overall governance process</td>
<td>Business – IT Partnership</td>
</tr>
<tr>
<td>Resource allocation – need more focus across enterprise</td>
<td>Resource Management</td>
</tr>
<tr>
<td>Historical migration toward decentralization – evolved based upon the heterogenous needs of constituents, both within the system, and within the institutions themselves.</td>
<td>Business – IT Partnership</td>
</tr>
<tr>
<td>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”.</td>
<td>Transparency</td>
</tr>
</tbody>
</table>
## 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.

- **Need organizational roles set up to make governance work correctly**

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

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

- **Lack of business intake process/formality**

- **How does / can IT get pulled into the business discussions**
## IT Governance Principles

<table>
<thead>
<tr>
<th>Governance Principles</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Business accountability / ownership for IT governance</td>
</tr>
<tr>
<td>2. Govern toward Enterprise Value (at all levels)</td>
</tr>
<tr>
<td>3. Right stakeholders involved</td>
</tr>
<tr>
<td>4. Effective resource management</td>
</tr>
<tr>
<td>5. Business-IT partnership</td>
</tr>
<tr>
<td>6. Transparency</td>
</tr>
<tr>
<td>7. Manage and Measure Business Outcomes</td>
</tr>
<tr>
<td>8. Effective Communication</td>
</tr>
<tr>
<td>9. Responsiveness / agility</td>
</tr>
<tr>
<td>10. We are stewards of critical and sensitive data; it is managed as such including access, retention, management, security</td>
</tr>
<tr>
<td>11. Process enables the capability to say no</td>
</tr>
<tr>
<td>12. Focus on ensuring information and cybersecurity</td>
</tr>
<tr>
<td>13. Adherence to IT Strategic Plan</td>
</tr>
<tr>
<td>14. Adherence to Federal and State Regulations/Laws</td>
</tr>
<tr>
<td>15. Ensuring equitable provision of IT Services</td>
</tr>
</tbody>
</table>
Ad Hoc Governance
- Not well defined or understood within the organization
- Occurs out of necessity but often not done by the right people or bodies

Controlled Governance
- Focused on compliance and hierarchy-based authority
- Levels of authority defined and often driven by regulatory requirements

Agile Governance
- Flexible enough to support different needs in the organization and respond quickly to change
- Driven by principles and appropriately delegated throughout the enterprise

Automated Governance
- Entrenched into organizational processes and product/service design
- Empowered and fully delegated to maintain fit and drive organizational success and survival

Maturity Level

Adaptive (Data-Centric)

Traditional (People and Document-Centric)
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
<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>KEY RESULTS</th>
<th>TARGETS/METRICS (END OF FY24)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>O1. Build a Talent Management System</strong></td>
<td></td>
<td>Decrease &lt;1 year turnover:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• SYS: 39.9% to 5%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• UNT: 32.2% to 5%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• HSC: 29.2% to 5%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• UNTD: 15.3% to 5%</td>
</tr>
<tr>
<td></td>
<td>• KR 1.1: Rebuild Hiring Process &amp; Experience: Recruiting, Orientation &amp; Onboarding</td>
<td>Improve Gallup Engagement Grand Mean:</td>
</tr>
<tr>
<td></td>
<td>• KR 1.2: Institute Process for Quarterly All-Hands Meetings and Three 1:1 Direct Report Structured Check-ins per Year</td>
<td>• SYS: 4.16 to 4.21</td>
</tr>
<tr>
<td></td>
<td>• KR 1.3: Institute Talent Management Toolkit</td>
<td>• UNT: 3.84 to 3.89</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• HSC: 4.29 to 4.34</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• UNTD: 3.68 to 3.78</td>
</tr>
<tr>
<td><strong>O2. Grow Systemwide Research Enterprise (UNT &amp; HSC)</strong></td>
<td></td>
<td>Current</td>
</tr>
<tr>
<td></td>
<td>• KR 2.1: Increase federal and private research expenditures</td>
<td>UNT: $31.84M</td>
</tr>
<tr>
<td></td>
<td></td>
<td>HSC: $103M</td>
</tr>
<tr>
<td></td>
<td>• KR 2.2: Increase number of award submissions</td>
<td>UNT: 298</td>
</tr>
<tr>
<td></td>
<td></td>
<td>HSC: 173</td>
</tr>
<tr>
<td></td>
<td>• KR 2.3: Increase avg. $ amount of award submissions</td>
<td>UNT: $421K</td>
</tr>
<tr>
<td></td>
<td></td>
<td>HSC: $554K</td>
</tr>
<tr>
<td></td>
<td>• Ratio of grants submitted / grants funded</td>
<td>UNT: 20.3%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>HSC: 35%</td>
</tr>
<tr>
<td></td>
<td>• KR 2.4: Increase the proportion of faculty submitting federal and private research submissions</td>
<td>UNT: 28.89%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>HSC: 28%</td>
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</tbody>
</table>

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<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>KEY RESULTS</th>
<th>TARGETS/METRICS (END OF FY24)</th>
</tr>
</thead>
</table>
| **O3. Build Student Success** | • 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 | **Increase % Placement Rates**  
• TBD in FY24 (THECB connection needed)  
**Increase Enrollment (Headcount)**  
• 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** | • KR 4.1: Grow cash and investments systemwide by $113M  
• KR 4.2: Grow philanthropy & build related infrastructure | **Grow cash and investments by:**  
• UNT: $46.1M to $90M  
• HSC: $2M to $15M  
• UNTD: ? to $8M  
**Increase philanthropy:**  
• UNT: $18.9M to $37.3M  
• HSC: $5M to $15M  
• UNTD: $1.2M to $8M |
| **O5. Develop an Enterprise Risk Program** | **Overall ERM Program Plans at UNT System**  
• 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  
**Institutional Implementation Plans:**  
• KR 5.4: Implement Committee on New Initiatives  
• KR 5.5: Implement self-assessment program during audits | • Complete one New Initiative  
• Complete one Audit Self-Assessment  
• List of risks, risk assessed, and mitigation actions developed for each strategy developed |
2:00 p.m. | Welcome & Staffing Updates

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2:45 p.m. | Strategic Plan Updates

3:00 p.m. | New Initiatives / Technology Implementations

3:15 p.m. | Moderated Q&A
<table>
<thead>
<tr>
<th>KEY ELEMENT</th>
<th>OBSERVATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication</td>
<td><strong>CHALLENGE</strong> Effective communication is absent, especially from leadership to teams, which impacts trust in the institution.</td>
</tr>
<tr>
<td>Enterprise</td>
<td><strong>CHALLENGE</strong> The UNT Enterprise strategy is unclear, limiting System effectiveness.</td>
</tr>
<tr>
<td>Strategy</td>
<td></td>
</tr>
<tr>
<td>Processes</td>
<td><strong>CHALLENGE</strong> Processes across the Enterprise are ill-defined, especially as they relate to decision rights, stakeholder engagement, and transparency between System and campuses.</td>
</tr>
</tbody>
</table>
OKRs are a means to great strategy execution

Strategy execution is purposeful achievement

Long Range Strategy

Objectives

Key Results

Actions

Strategy is what we want to achieve years in the future

Objectives clarify the part of the strategy to execute now

Key results are the measures defining success this quarter

Actions are the tasks/activity done to achieve key results
## Timeline and Activities

<table>
<thead>
<tr>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
</tr>
</thead>
<tbody>
<tr>
<td>280 Users Provisioned</td>
<td>Cabinet Members &amp; Managers of Managers</td>
<td>Launch to remaining users</td>
</tr>
<tr>
<td>Introduction to WorkBoard and Outcome Mindset</td>
<td>Launch to all Cabinet Members</td>
<td>Custom Biz Review &amp; Scorecard Build</td>
</tr>
<tr>
<td>Digital Operating Rhythm for Leaders</td>
<td>Program Kickoff Message-TBD</td>
<td></td>
</tr>
</tbody>
</table>

### Core Team
- Welcome to WorkBoard
- Office Hours
- WorkBoard Pro
- (Private) OKR Coach Certification
- Platform Learning Labs
- RML Course (multi-month, starts Oct)

### Supervisors
- Welcome to WorkBoard
- Digital Operating Rhythm for Mgrs
- Platform Learning Labs
- Outcome Mindset Method

### Employees
- Welcome to WorkBoard
- Digital Operating Rhythm for Individuals
- Platform Learning Labs
- Outcome Mindset Method
PageUp
What Are We Doing and Why?

UNTS Enterprise Strategic Plan

Build a Talent Management System
• Rebuild Hiring Process & Experience: Recruiting, Onboarding, & Orientation

To become the employer of choice in North Texas
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
- Custom-branded recruitment portals
- User-friendly interface
- Promote meaningful performance conversations
- Seamless onboarding
- Workforce planning capabilities
- Real-time reporting
- Data-driven insights
- Be the employer of choice for North Texas
Selected Product/Platform
Timeline

1. Establish Implementation Committee to Include Campus End Users (Q1, FY24)
2. Review Current Business Processes (Q1, FY24)
3. Execute Contract
4. Develop Training Material (Q2, FY24)
5. Create Project Plan (Q1, FY24)
6. Phase I: Go-Live/Training (TBD) (Q3, FY24)
7. Phase II: Go-Live/Training (TBD) (Q1, FY25)
Viva Connections
Intranet in the Flow of Work

ACCESS  COLLABORATION  DATA  COMMUNICATION  PRIVATE NETWORK  INFORMATION

Laken Avonne Rapier
Chief Communications Officer

September 5, 2023
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.

- 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

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</tr>
</thead>
<tbody>
<tr>
<td><strong>Project Team, Sponsor and MG</strong></td>
<td>Kickoff, Content Assessment, SPO Lookbook</td>
<td>Home Site, Hub Site, and Global Nav PoC</td>
<td>Comms Planning</td>
<td>Build Sites, Dashboard, Menus, Templates, Approval Workflows, Training Videos; Initial Comms, Governance</td>
<td>Soft Launch - Live trainings, content publishing</td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Broader scope of Site Owners and Early Adopters for UAT</strong></td>
<td>Interviews with Site Stakeholders, SPO Admin(s)</td>
<td>Site Owner Training, Content Management Planning with Site Owners, Comms Review</td>
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</table>

- **Content assessment requires access to Tenant**
- **Timely access to Communications staff members at system and campus sites**
- **Regularly scheduled sessions and a PoC where users can create and practice content**
- **Go-No Go:**
  - Site Owners Ready
  - Content Online
  - Permission Groups Ready
  - UAT Successful
  - Initial Comms Complete

**Internal Soft Launch**
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