Reimagining IT Services

East Carolina University: February 11th Open Forum

BerryDunn

February 11, 2025

Agenda

1.0 Engagement in Context

2.0 Service Gaps

3.0 Key Design Tenets

4.0 Services Requiring More Coordination

5.0 Proposed IT Operating Model

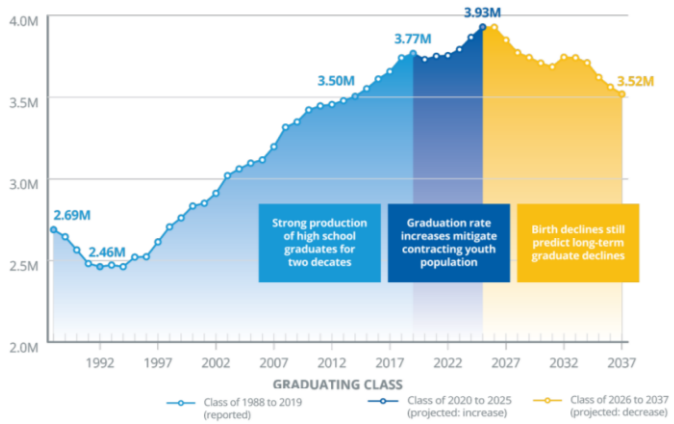
6.0 Next Steps

Engagement in Context

ECU is at a fiscal crossroads due to forecasted enrollment challenges and State budget pressures.

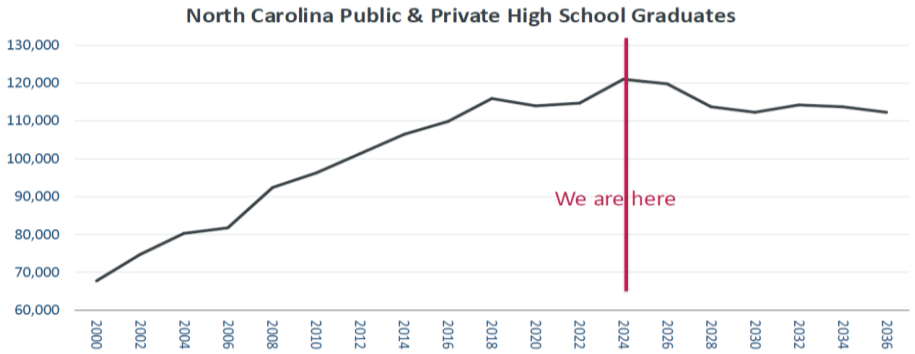
1 **Forecasted Enrollment Challenges.** As shown in the three projections below, ECU is preparing for a decline in institutional enrollment based on national and state demographics, among other factors.

U.S. Projections of High School Graduates



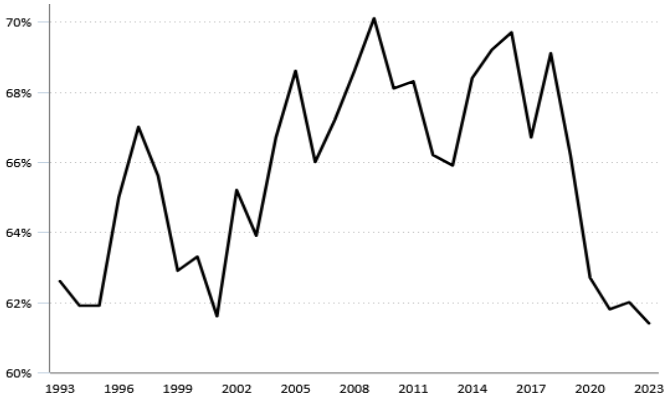
Based on current projections, **high school graduates nationwide will drop from 3.93 million in 2025 to 3.52 million by 2037**, a 10.4% decrease.

Projections of NC High School Graduates



The overall rate of increase for high school graduates in North Carolina has declined steadily and is projected to become negative (net decrease of about 3%) between 2027 – 2037.

College Enrollment Rates of Recent High School Graduates (1993 – 2023)



The proportion of high school graduates who enroll in college **dropped from 69.1% in October 2018 to 61.4% in October 2023**.

2 **State Budget Pressures.** The State of North Carolina had to use reserve funds to support recovery efforts after Hurricane Helene.

IT Assessment Objectives

The assessment is being conducted in alignment with the following key objectives.

Identify Current Strengths and Challenges

Understand how **IT services** are provided on campus and **understand** what **campus needs from IT**.

Design a Sustainable Model for IT Services

Design and implement a **sustainable and coordinated IT model** that addresses current challenges and positions ECU to **innovate and adapt to evolving requirements**.

Invest in and Align Staff

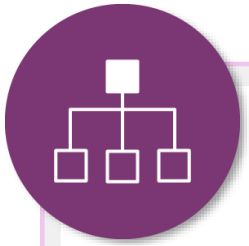
Provide staff with more opportunities to grow professionally, amplifying their impact on the University's strategic goals.

IT Assessment Timeline and Outcomes

ECU will have a more coordinated, sustainable model for IT at the conclusion of the assessment.

Phase 1.0: Assessment of Campus-Wide IT and Service Needs

Outcome	*Timing*
Comprehensive assessment of existing IT groups and services on campus and proposed future state IT operating model	*January*



Phase 2.0: Develop Organizational Design and Implementation Plan

Outcome	*Timing*
Future-state organizational design with roles and reporting lines for each IT employee and implementation plan	*June*

Campus Engagement

BerryDunn engaged 1,600+ members of the ECU community in Phase 1 of the IT assessment.

Engagement Summary

Facilitated **50 hours of focus groups** with IT staff, faculty, and leadership across campus

Distributed a survey to all IT staff with a **93% completion** rate

Analyzed **1,300+ campus survey responses**

Joined **Pirate Roundtable discussion** to collect student body perspective on IT services.

IT Operating Model Guiding Principles

The process of designing the new IT operating model focused on creating a structure in alignment with the following guiding principles.

Customer Service

Deliver Excellence in IT Services: Enhance and maintain core IT services to ensure reliability, scalability, and alignment with the university's strategic goals.

Operational Efficiency

Enhance Operational Efficiency: Streamline and automate business processes and workflows to drive agility, reduce costs, and maximize organizational impact.

Information Security

Secure Information Assets: Deploy strategies to protect sensitive data and mitigate risks. Information and data are assets that deliver value when leveraged effectively.

Reliance on Data

Leverage Data for Decision-Making: Utilize data strategically to improve campus-wide reporting and analytics, enabling informed decision-making and measurable outcomes.

Designing an IT Operating Model to Address Service Gaps

Focus groups and survey responses identified several gaps and future needs in existing IT services.

Current Service Gaps

01 Establish Cloud Computing and Infrastructure Team

02 Create Dedicated Research Computing and Support Team

03 Organize IT Staff to Support Salesforce

04 Optimize Business Processes and Analysis

Designing an IT Operating Model to Provide Effective Services

ECU's future IT organization should be designed with the following key tenets in mind.

Tactics to Increase Service Effectiveness

- **05** Support Enterprise and Unit-Specific Services
- **06** Provide Backfill and Cross-Train Staff on Applications
- **07** Design a User-Centric IT Organization Structure
- **08** Prioritize Learning and Development for IT Staff
- **09** Align IT Staff Reporting Structures
- **10** Rebrand the IT Organization

Better Coordinate Services to Benefit Users

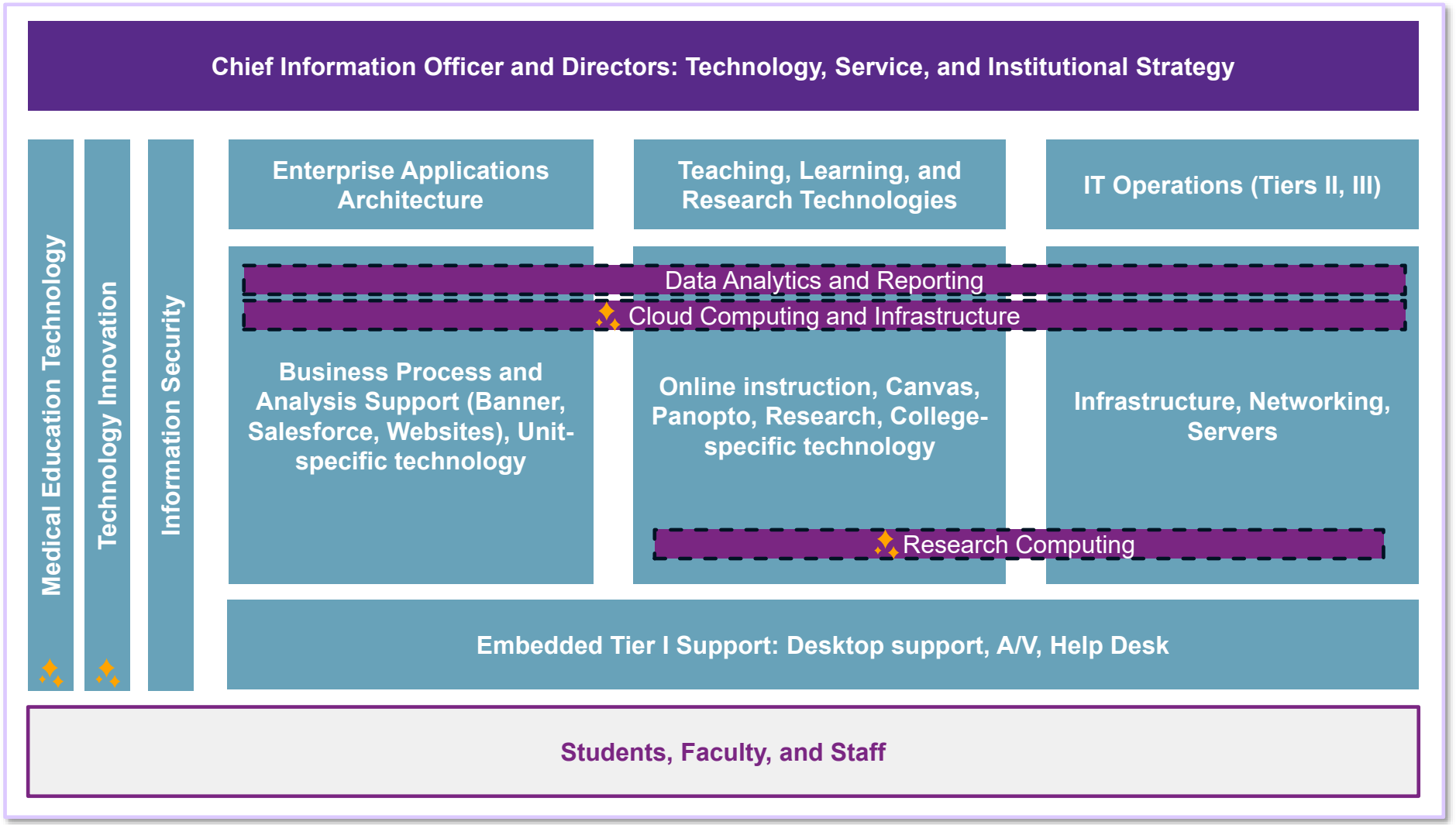
Coordinating services through reporting structures will help eliminate duplicative work.

Focus groups and survey responses identified the following duplicative services on campus. Coordinating these services should provide greater benefit to all users on campus and make best use of ECU's IT resources.

1 Reporting and Data Analytics	2 Help Desk and Desktop Support	3 Learning Technologies	4 Audio/Visual Support	5 Website Maintenance	6 Compliance and Security
16 units on campus are providing reporting and data analytics services to clients.	15 distributed IT staff groups spend at least 20% of their time on help desk/desktop support services.	Support for learning technologies, including Canvas, Panopto, and labs, is distributed across 14 units.	11 units across campus provide AV and classroom support.	Website maintenance and development responsibilities are held by 11 units on campus.	Responsibility for data security and systems access is not consolidated in one group.

Proposed ECU IT Operating Model

The graphic below depicts the recommended future operating model for ECU IT.



New Service or Function

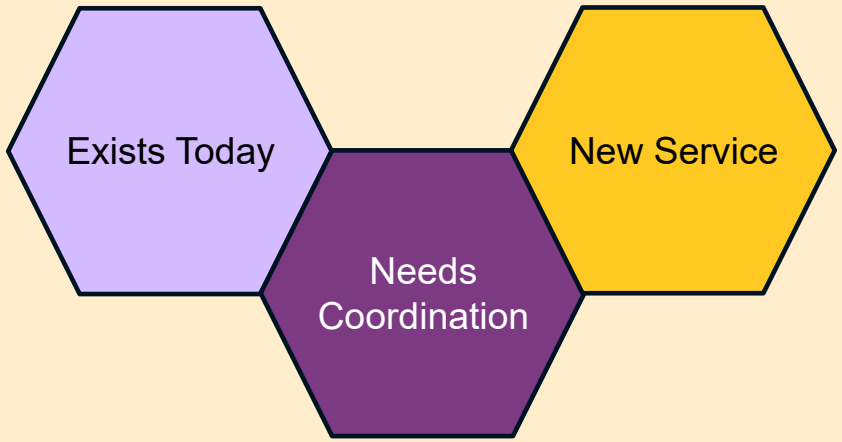
How to Read the Operating Model Section

This slide helps orient the reader to how to read the operating model section.

High-level Services

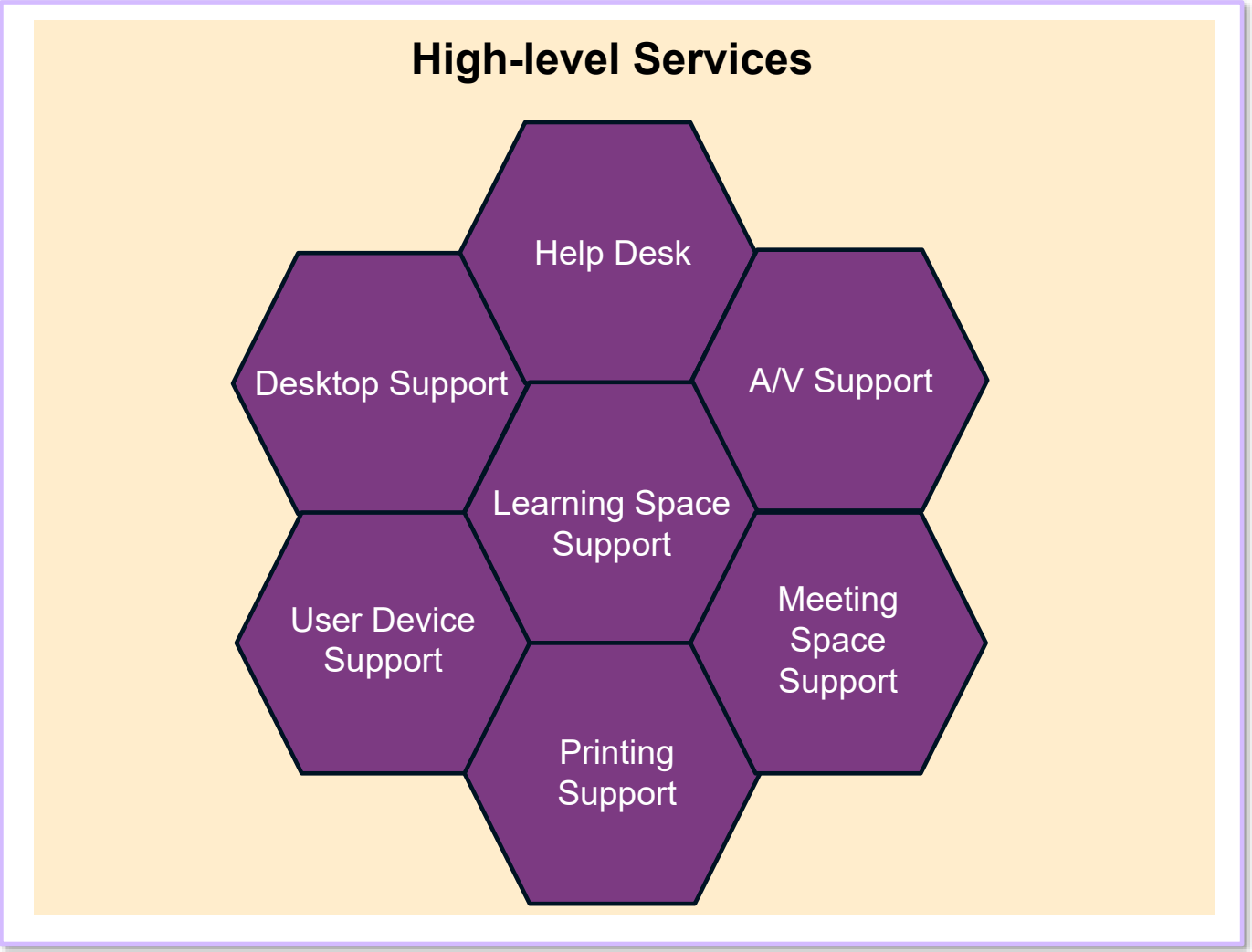
This area will describe the high-level services provided by the group/function.

It is displayed using a honeycomb view to reduce confusion between an operating model and organization structure, and to show how services complement each other.



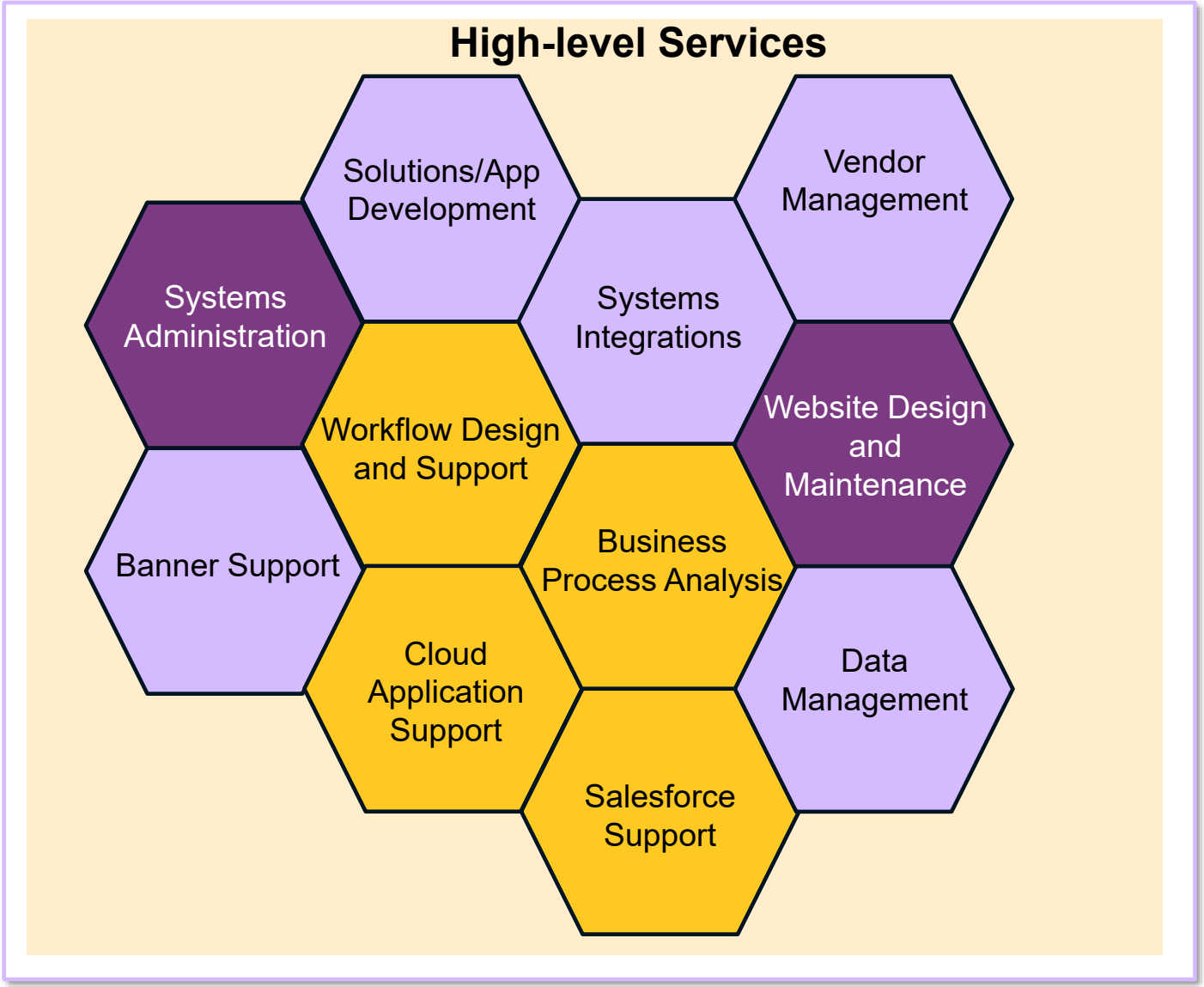
Embedded Tier 1 Support

Embedded tier 1 support will provide at-the-elbow support for faculty, staff, and students.



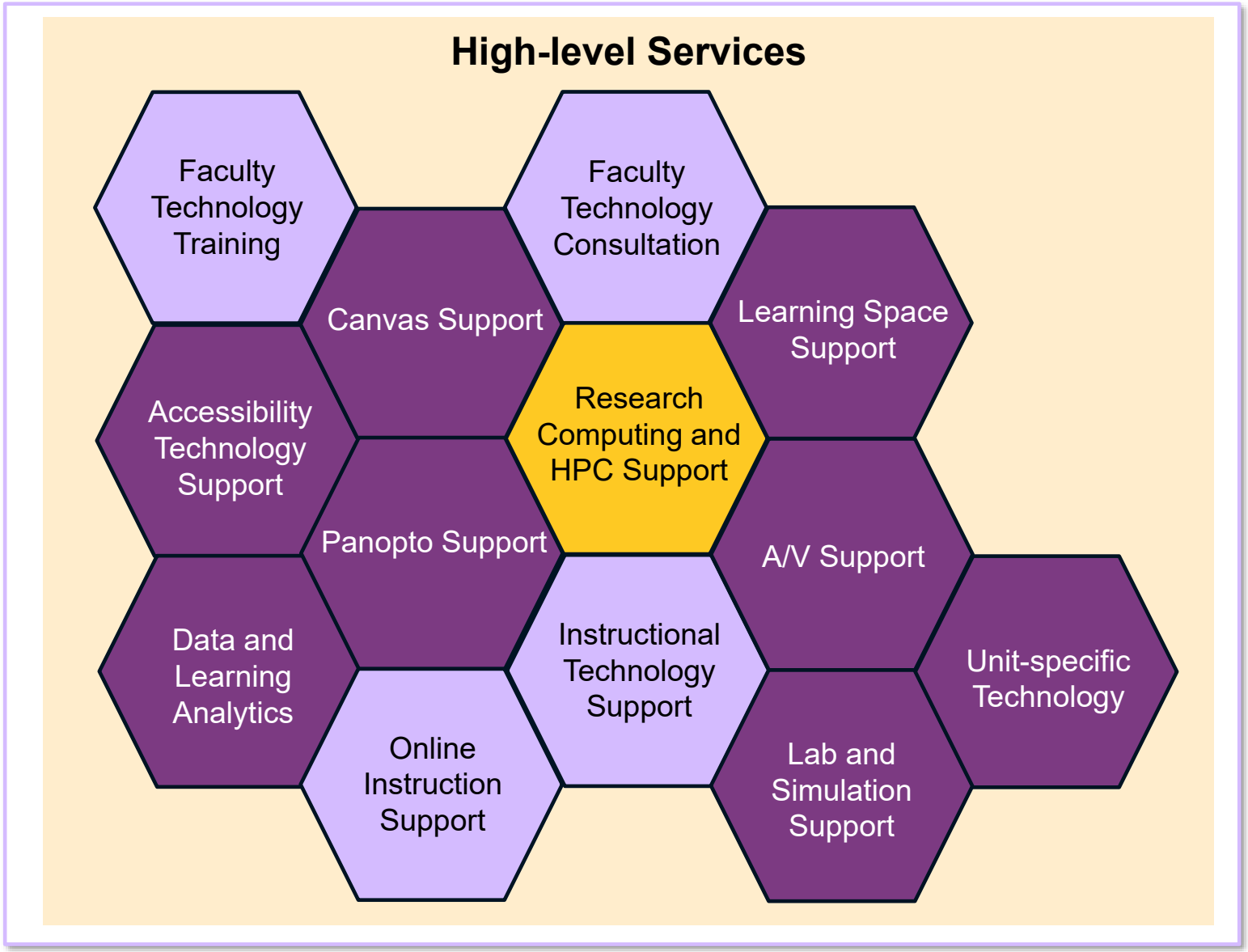
Enterprise Applications Architecture

Enterprise applications architecture is responsible for supporting ECU's business systems.



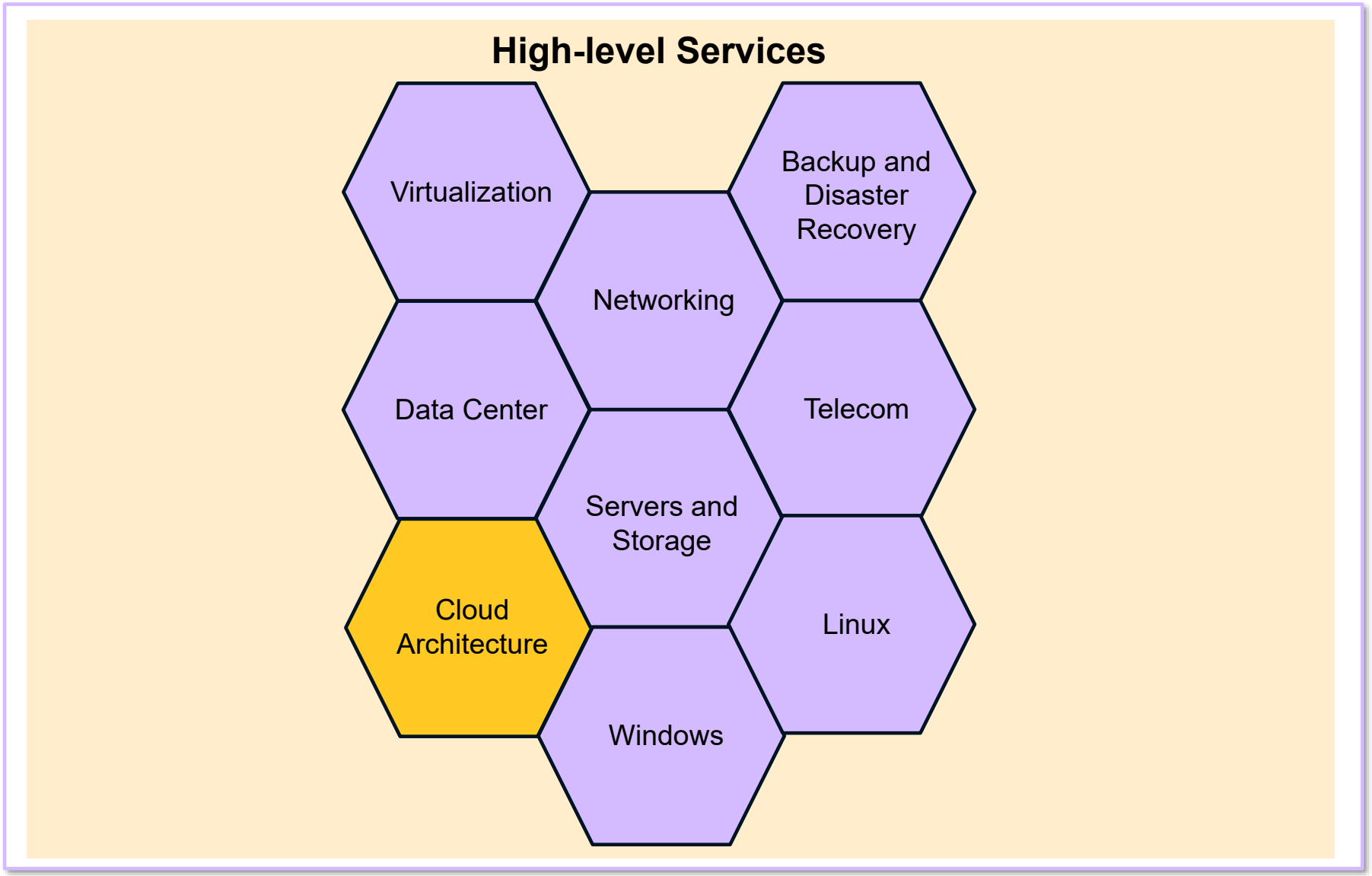
Teaching, Learning, and Research Technologies

Teaching, learning, and research technologies support ECU's academic and research missions.



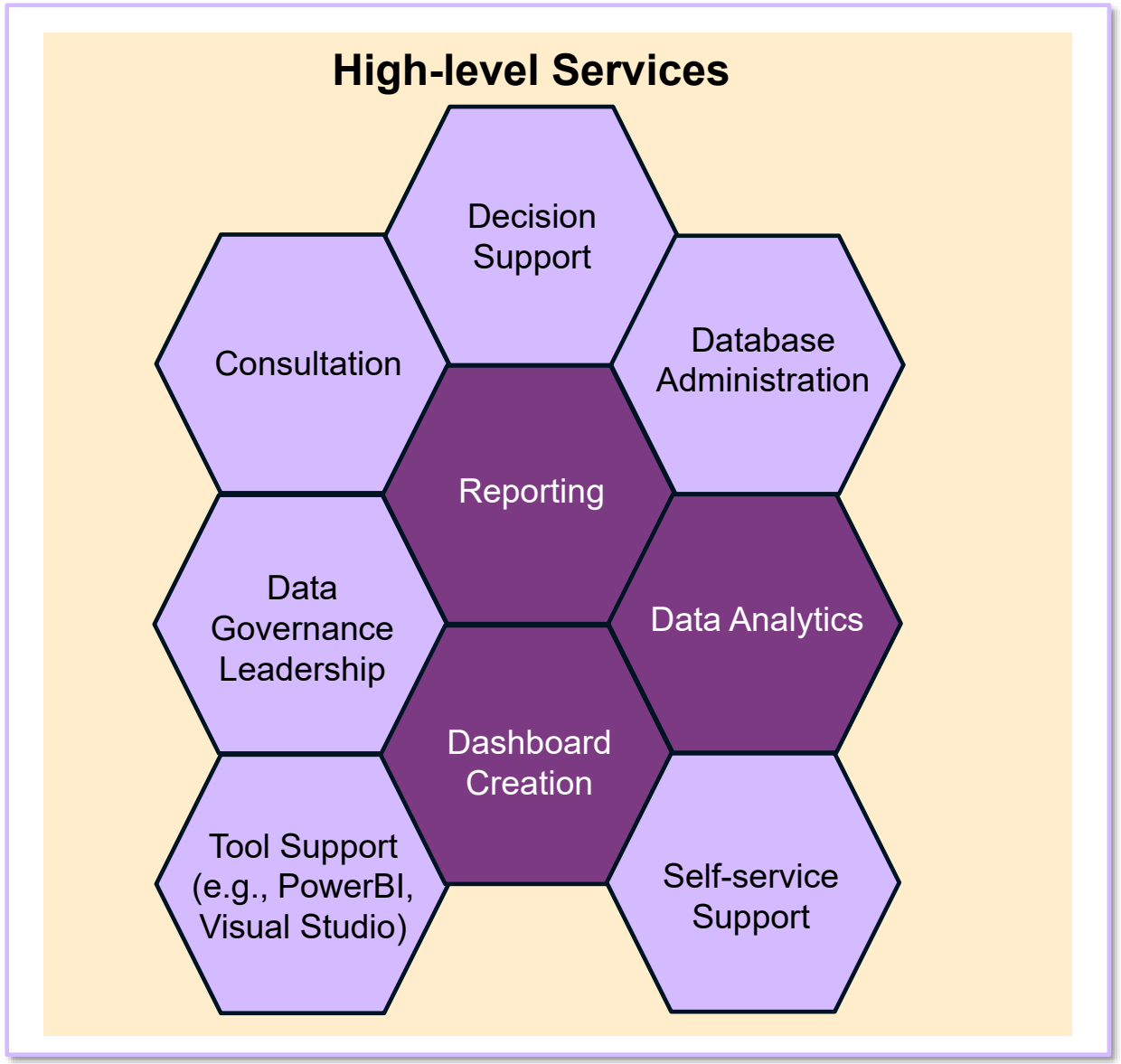
IT Operations

IT operations is responsible for supporting ECU's technical infrastructure.



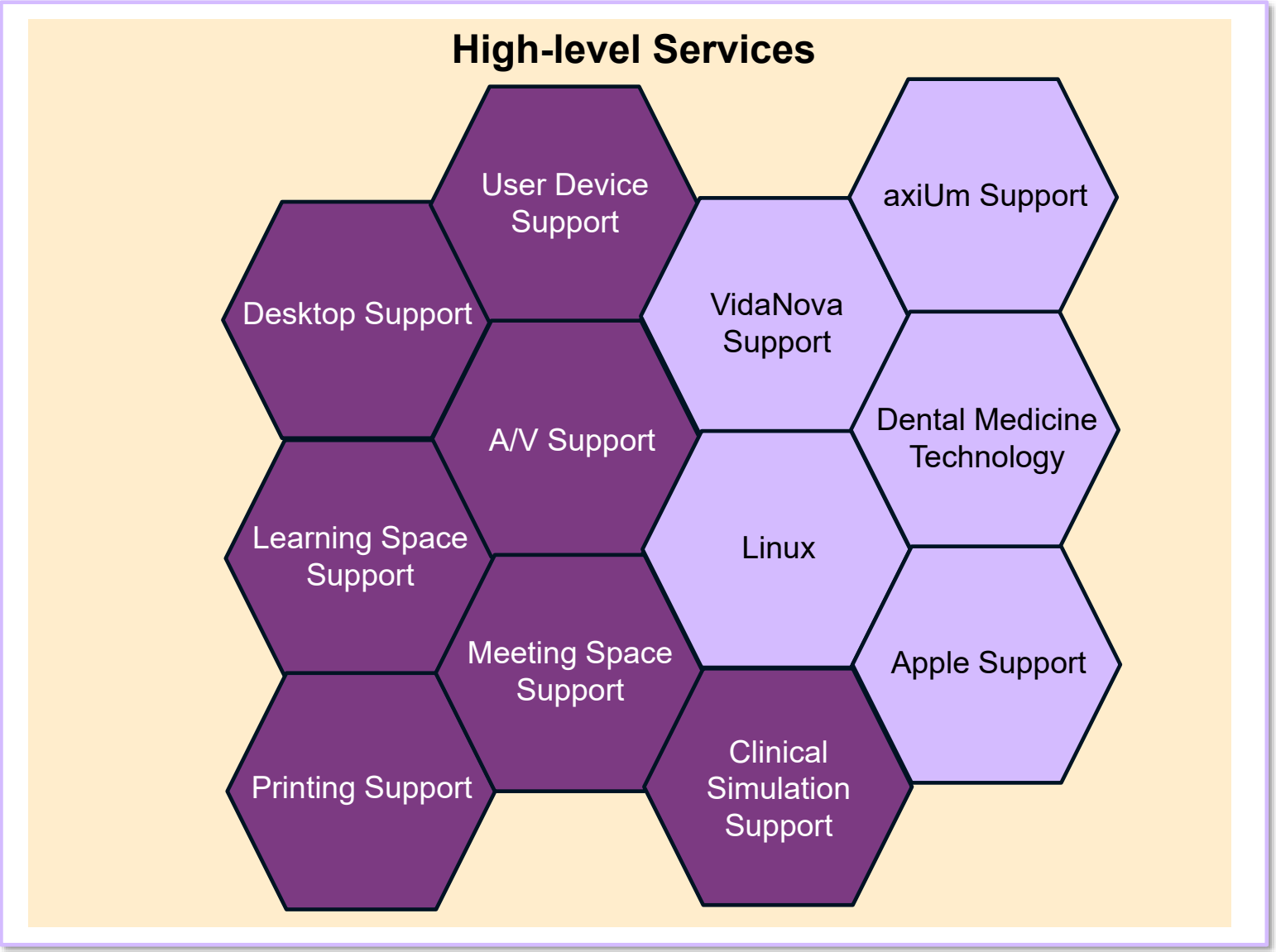
Data Analytics and Reporting

Data Analytics and Reporting is responsible for all reporting, data analytics, and data governance.



Medical Education Technology

Medical Education Technology will support health-related colleges and units.

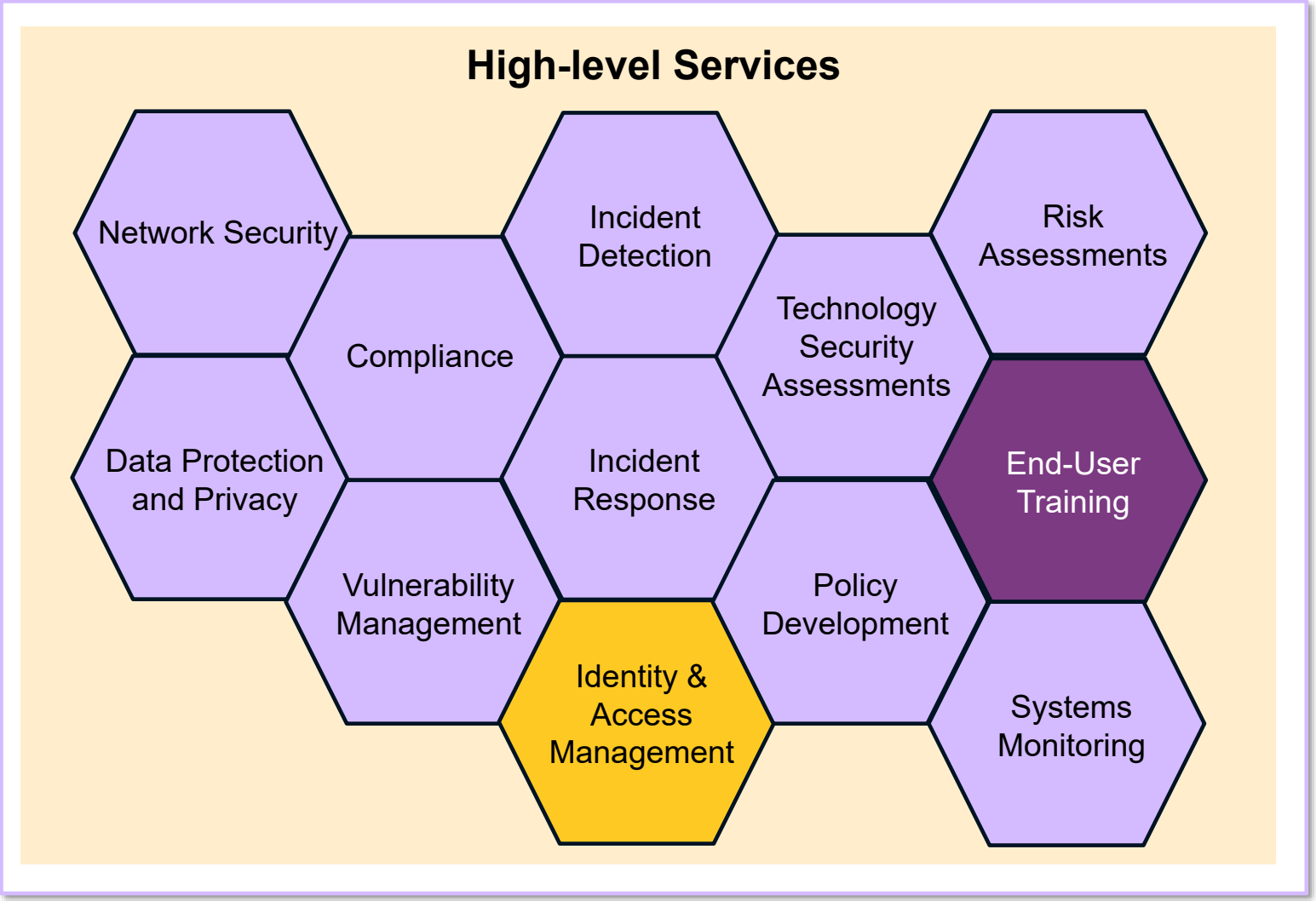


Technology Innovation

The technology innovation group will foster and incubate technological advances on campus.

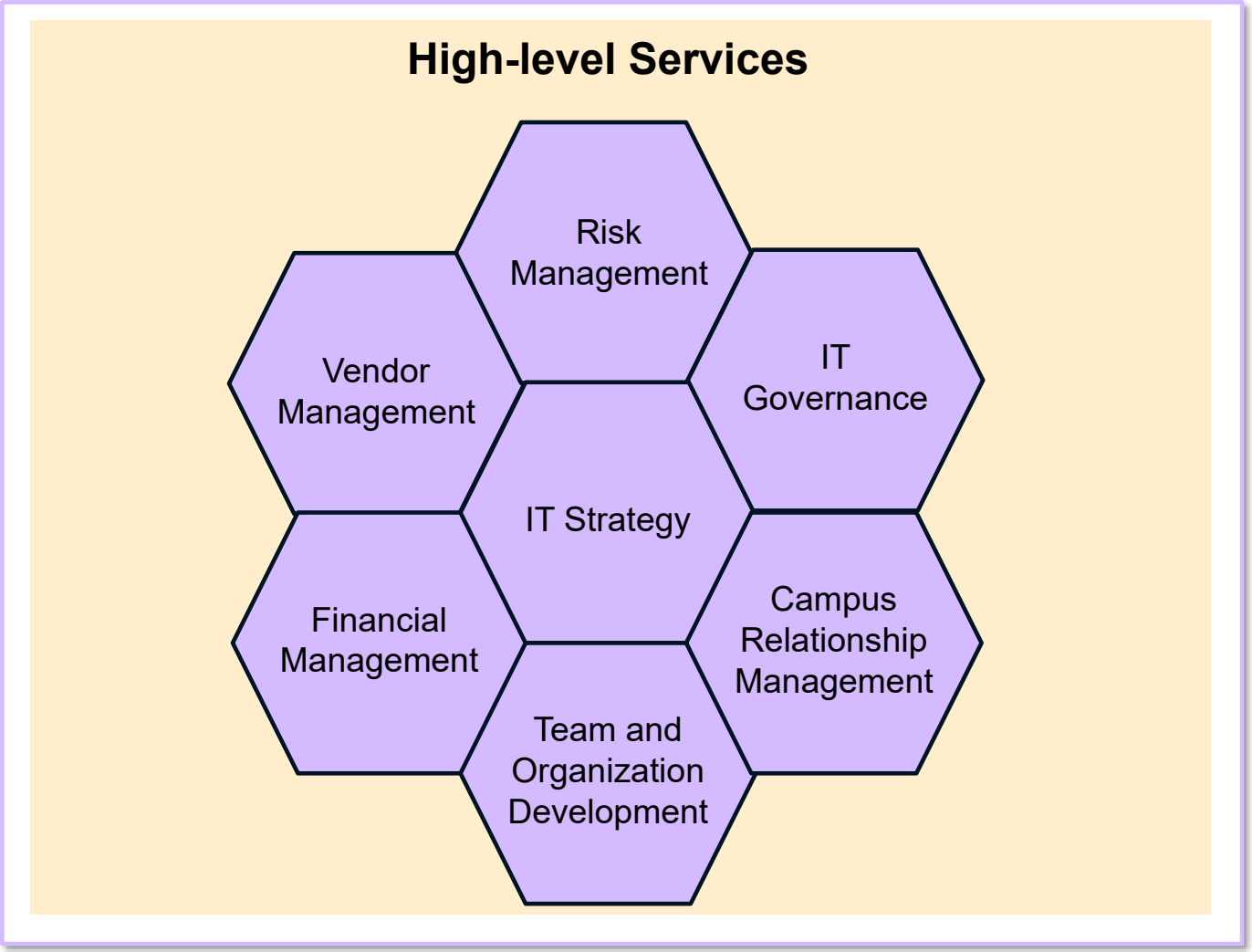
Information Security

Information security will be responsible for protecting ECU's information assets from outside attacks.



Chief Information Officer (CIO) and Directors

The CIO and its direct reports will be responsible for setting and executing ECU's IT strategy.



Provide Your Feedback

Scan the QR code or follow the link to access a survey where you can provide your feedback on the proposed model.

Feedback Survey Link