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**Its Team Developments**

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message from the CTO

Dear Team, Colleagues, Distinguished Faculty, and Staff,

This has been both a challenging and rewarding year for me and for Information Technology Services (ITS). I started the year with wise words from a mentor of mine, Admiral Al Harms: “If you don’t know where you are going, every path will get you there.” I used the Admiral’s warning as motivation to help drive the need for a shared vision for ITS’ services and operations. Building on the previous year’s momentum of creating and disseminating a new ITS mission – one focused on IT modernization and value-based service - we started the year with a bang, setting the goals we wanted to achieve as a team. I asked each department to evaluate their current operations and create SMART goals that would support our units’ move to the new path of delivering both modernized and purposeful service. I am so happy to report that we have remained on course and made progress on every one of our strategies. Great job team!

In the following pages, you will see a great deal of information about how we have achieved those goals and what we are planning to work on in FY19. You will read about changes that we have made to the organization’s structure, professional development processes, and provision and delivery of enterprise grade IT services. You will also read about the new best practice frameworks and technologies we are using to support Louisiana State University (LSU). All of these changes were deliberately implemented according to the 2017 ITS Roadmap and in direct support of our mission, which supports LSU Strategic Goals 2025, all of which you will learn more about quite soon.

For the first time in the department’s history, formal goals were set and actively developed and we have successfully kept an eye on what was important even when we knew that claiming success in every effort would probably not be a reality within the year. We are still working on several of our objectives such as looking for a more sustainable IT funding model, moving away from mainframe architecture, building the Enterprise Architecture framework, integrating Information Technology Infrastructure Library (ITIL) values and practices into all of our operations, and building our business intelligence environment. The implementation of these efforts will extend to multiple years, yet it is truly exciting to see how much we have accomplished in so little time. We have attained an amazing number of our goals and we should not lose sight of that success. My first challenge for the upcoming year is maintaining this momentum and keeping up with the great headway we are all making.

Upon further reflection on all of those accomplishments, I am certain that none could have been possible without the talented and unified leadership team I have working side-by-side with me and great professional team members who go out of their way every day to make IT work for LSU. In fact, this ITS team is what I am most proud of in this past year. I believe that real success in transformation comes down to the human factor in the ITS equation and our team has been willing to join me in this new path, taking the responsibility to help envision, architect, and implement the future state of IT at LSU.

This past year, I have seen a positive difference in the level of interaction our ITS Directorate has had with me directly and many positive signs that the management team is starting to bond. I have had several team members stop me in hallways to share something that they were excited about doing to help ITS get to our vision. The needle is moving in a positive direction and we do have data to show that is happening. I know we have a long road ahead but I am proud of our team’s growth this year.

Finally, the group of dedicated, committed, and talented ITS professionals within each of our departments has displayed an improvement in interactions among themselves. In many cases, I have witnessed team members stepping up to the plate to help integrate the ITIL wave into the way we do business. In fact, one of the ways I measure a team’s success is to see if they are “owning” their roles within the team and if they are taking educated risks to drive progress within their sphere of influence. This year I saw many examples of that actually taking place. It truly invigorated me and imbued me with the certainty that we will continue to make considerable strides towards our goals for LSU IT.

I am closing this letter with a quote from Thomas Edison as a reminder to us that the IT Roadmap can be accomplished: “If we did all the things we are capable of, we would literally astound ourselves.” My last challenge is for all team members to do all that we are capable of doing as individuals and to collectively work towards a shared goal in the coming fiscal year. Together we can be a powerful example of what is possible with IT at LSU.

Andrea Ballinger
executive summary

The single, most critical value proposition of ITS is to positively impact LSU’s performance towards mission and goals. For the past 35 years, the IT teams at LSU have supported our growing University’s technology systems by building on a customized mainframe system that supported LSU’s technological needs for academia, administration, and academic research for the last four decades. Experts with that unique knowledge set are drastically dwindling in number due to retirements. More importantly, maintaining this system comes at a rapidly increasing cost – operating, funding, and implementation procedures are now outdated and cumbersome; system changes, conducted without deep knowledge of every aspect of the code, often result in duplicative touches and alterations; and many requests go without timely fulfillment due to lack of resources or general awareness of their impact or consequences. In order for LSU to remain competitive, it is clear that a new vision for information technology processes is necessary – one with input from industry experts, uniquely tailored to our distinctive multi-campus and multi-institutional university system, and crafted with both user experience and sustainability as core tenets. This vision would utilize new, modern technologies and solutions to provide a clear and comprehensive restructuring of IT operations and business processes, support for the needs of the existing IT infrastructure, and a path to a more collaborative, supportive, and inclusive IT environment.

creating a vision for the future

In FY18, LSU saw the exhaustive development and early implementation of this very vision. The spark of this idea began when Andrea Ballinger, Chief Technology Officer and Associate Vice President for Administration and IT, completed and vetted a 100-day assessment on the current state of ITS at LSU. The ITS Roadmap and Strategic Plan, crucial guides for future ITS goals and planning, are largely made up of the findings and feedback from this assessment. They both required the ITS and greater University community to have an intensive conversation regarding the current and future state of IT processes and the way that they might best support LSU’s performance. Realizing this vision required a perpetually concerted commitment to create the best implementation methods for these strategically organized projects that undergird the system-wide developments detailed in the coming pages.

molding the foundation

In this past year, ITS synergistically formulated a course of action that aligned with LSU’s 2025 Strategic Plan, ensuring a more inclusive and comprehensive approach to our University’s technology systems. Within this approach, IT Leadership incorporated tried and true industry standards such as the Information Technology Infrastructure Library (ITIL) and Lean (a business process that minimizes waste while maximizing value) into operations, talent management, customer service, and business process management practices to improve existing and planned business processes and increase transparency and accountability within and among all ITS departments. For example, by incorporating a Lean approach to guide our operational model, the Service and Operations (SO) Office redefined accounting and billing processes and consolidated multiple budgets, saving ITS almost $1,900,000 and reducing the cost for annual equipment maintenance from $340,000 to $120,000 in the past year.
managing daily operations

The vision for ITS also required the IT community to use their expertise and knowledge of daily processes to inform progress, make our current services more accessible to the university beyond ITS, and modernize critical infrastructure. This led to new committees and working groups made up of existing personnel who, in addition to faculty and staff from all LSU campuses, cross collaborate and further develop the scope and strategy of the development process. These measures support ventures like the Shared Services Strategy, aimed at configuring IT management tools and data access for the research, academic, and administrative needs of the entire university system. Another example is the formation of the Chief Information Officers Alliance (CIOA), which provided an opportunity to standardize consistency throughout the network. The alliance continues to meet regularly, sharing ideas, solving common problems, and guaranteeing a shared approach to IT within their respective campuses.

Departments such as the Faculty Technology Center (FTC), Emergency Management (EM), and Risk Management (RM) have expanded their institutional offerings, promoting practices to enhance our community’s relationship with technology, prepare different areas of the campus for specific emergencies, and mitigate risk for the University and individual departments. In the past year, the FTC has provided over 18,300 hours of technology instruction to almost 1,000 faculty members, EM has engaged over 400 LSU community members in emergency preparedness trainings, and RM has saved the other LSU campuses $900,000 through the RM-managed worker’s compensation high deductible program. Approved infrastructure upgrades have also begun, such as updates to the Frey Center’s fire suppression system and high performance computing (HPC) systems and the migration of data from a local to a hybrid-cloud data storage system.

an inclusive and collaborative plan forward

Transforming IT at a complex institutional system such as LSU is no simple feat. It requires alterations to processes associated with funding, process management, software, hardware, and data integration. The tactically selected teams and working groups actively oversee the authorization and deployment of large-scale projects that directly support this vision. The Student Systems Modernization Program, which requires the cooperation of four campuses, is one such program. This program alone conducted 36 hours of informational meetings with 36 colleges, departments, and governance groups, 29 hours of feedback sessions with over 100 people, and nearly 200 business process planning meetings in collaboration with strategic partners. Teams such as the Legacy Change Moratorium (LCM), Data Governance Working Group (DGWG), Portfolio Management Office (PMO), and the IT Governance Committee, serve to preserve existing data, provide support for current and new processes, manage workflows and resources, and maintain quality standards.

Lastly, but most importantly, departments such as Change Management (CM) and the PMO were formed to facilitate minor and major changes to the IT system, ensuring that accessibility, quality, and funding standards are met and implementation is seamless. These two departments rely on the cooperation of multiple departments and supervisory bodies to manage these standards, making certain that programs as large as Transforming and Architecting the Information Landscape (TAIL) and as small as adding Boomerang to Office 365 fit into the well-oiled machine that ITS is becoming.
ITS’ mission is to deliver University-tailored and enterprise grade technology infrastructure, security, applications, communications, and services to empower and enable the research, teaching, and administrative functions of LSU with little to no risks. Through providing a transformative experience, we will use cutting-edge technology to inspire innovation and enrich the student, faculty, and staff experience at LSU.

ITS is led by the Chief Technology Officer (CTO), Andrea Ballinger, and takes strategic direction from Dr. Daniel T. Layzell, Executive Vice President for Finance and Administration and Chief Financial Officer (CFO); a contingent of stakeholders from the A&M campus; and the Chief Information Officers (CIOs) of the other regional campuses and institutional partners. The main operational divisions within ITS include the Data Architecture group, focused on the generation, storage, flow, access, and curation of enterprise data; the Technical Architecture group, focused on technology infrastructure, security, risk management, and emergency management; the Service Operations group, focused on business operations, support, and service quality; and the temporary Student Systems Modernization group, focused on the re-architecture of student information systems serving the University and regional partners.

Below is an illustration of the organizational structure of ITS and the number of staff members within each division. On the following page (p. 4), there is an illustration of ITS priorities and responsibilities.
This year has seen major changes within ITS, all propelled by the shared mission and vision for the University and the department itself. The foundation of this mission came from the 100-day assessment completed by the CTO and was developed using concepts from the RACI (Responsible, Accountable, Consulted, and Informed) decision-making model. After garnering feedback from major stakeholders in LSU leadership and representatives from each LSU institution, the key findings of this assessment became the ITS roadmap, the primary pathway into the department’s optimization and modernization. This mission and roadmap has been guided by the motivation to embody the five keys of success:

**being Deliberate:** Two quotes define what we mean: “If you don’t know where you are going, every path will get you there,” Al Harms, and “Good business leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion,” Jack Welch. In the spirit of these two impactful statements, ITS has formulated a plan to execute our unified vision and we will commit to its achievement through decisive and creative action.

**staying Accountable:** Every ITS team member has a clear definition of their job expectations, formal goals that are evaluated annually, and a professional development plan that aids their growth in the workplace. These measurements serve as foundation to everyone in ITS to own their job and take the responsibility to meet or exceed our ITS goals.

**maintaining Transparency:** ITS is committed to operating using a standard-based approach that builds on industry best practices of open communication and trust.

**retaining Inclusivity:** ITS is a diverse work environment committed to ensuring that team members not only respect our customers and each other, but seek those with varying opinions, perspectives, and approaches so that optimal technology solutions are implemented.

**being Transformative:** ITS is committed to being an interactive, flexible, and adaptable organization that enables LSU to not only reach its strategic goals and aspirations, but to do so in a manner that allows LSU to meet dynamic challenges and be more competitive through innovation, agility, and cultivation of trust.
strategic highlights

Much like the outdated legacy mainframe system, the ecosystem of ITS is in need of a change. The intertwined processes that make up operational strategies and infrastructure management support one another, leading ITS to implement new policies and pathways to effectively sustain the coming changes. In FY 2018 and the calendar year of 2017, both of which are referenced in this report, ITS crafted these avenues, laying the foundation for a future where enterprise IT at LSU will be universally accessible, secured, and useful to all members of the University community.

The following provide a glimpse into the most critical advances that we have made together:

**connecting with the Faculty Senate Executive Committee:** We have built a strong relationship with the Faculty Senate Executive Committee through consistent contact and communication. We believe that this will provide a direct channel to a critical stakeholder group that has unique insight into the expectations and needs of ITS. Building this relationship will broaden opportunities for the Faculty Senate to advocate for developments that promote holistic, transparent, and operational value within current and future IT advancements at LSU.

**conduct “Meet and Greet” listening tours:** We will continue to conduct listening tours with deans in colleges at LSU and visits to all campuses within the LSU multi-institutional system. Facilitating a face-to-face connection with the colleges that we support allows us to better ascertain the unique qualities of each institution and more comprehensively assist them.

**restructuring ITS:** Restructuring ITS is a direct result of our efforts to keep our team aligned to our mission both vertically and horizontally. The new organization provides a clearer view of total work effort and reinforces internal synergies to better support academic, research, and administrative units and alleviate inadequacies while transforming the IT landscape.

**reorganizing the ITS Leadership Team:** ITS’ success in 2017 is rooted in strong and stable leadership. Reorganizing the leadership team to achieve this began with appointing Matthew Helm as the Chief Data Officer, Heather Slagell as the Executive Director for Service and Operations, John Borne as the Deputy CIO, and Cindy Hadden as the Chief Technology Architect of the Student Systems Modernization Program. Together, with a renewed value-based culture of transparency, creativity, and teamwork and the courage to overcome obstructions of the past, we are now best positioned to implement the large-scale transformation for the University.

**formalizing the ITS Directorate:** Transparency is a critical building block of executing such a massive transformation. Formalizing the ITS Directorate is a means for increased visibility of the ITS Leadership toward all managers in our department. This group meets monthly to participate in information sharing, increasing communication among sub-departments, and recognizing accomplishments while simultaneously refocusing on goals and overcoming obstacles on one accord.

**requiring ITIL certification:** A vast majority of the improved operations processes are based on the ITIL framework. We now require all of our managers and 45 unique positions to obtain the Information Technology Infrastructure Library (ITIL) Foundation certification and 100 unique staff team members to participate in the ITIL Bootcamp. These programs promote best practices for IT service management (ITSM) that better align IT services with an institution’s needs and equip our staff to work with and implement the ITIL system. ITS has also made these programs available for the Division of Finance and Administration, CIO Alliance, and Technology Support Professionals (TSP) on campus.
forming the IT Governance Council: The IT Governance Council (ITGC) was formed as a result of the ITS Roadmap. Using it as a guide, the ITGC encourages creating and adhering to fiscally responsible solutions on a higher level, ensuring alignment with strategic goals and the ITIL framework, utilizing collective IT resources efficiently and effectively.

completing the Fit and Feasibility Project: Workday Student’s successful evaluation as a product that could meet at least 80% of LSU’s needs through the Fit and Feasibility Assessment served as a green light for many other modernization projects in the pipeline. Although ITGC provided recommendations, Cindy Hadden drove the creation of the decision scorecard and mobilized the LSU community to gather data to support the decision with the help of Tom Glenn, Student Program Director, and Susan Flanagin, Geaux Forward Implementation Manager.

forming the institutional CIO Alliance: Configuring and growing a robust IT environment for the entire LSU community requires transparency and continuity, a commitment that Chief Information Officers of each LSU campus and the ITS CTO have agreed to uphold. Each month, the CIO Alliance meets to share strategies and discuss challenges and solutions, collectively improving the efficiency of shared IT services within the LSU system. The focus of this alliance is to unify expectations for institutional IT products and services and create ways to manage resources for the benefit of the users.

restructuring ITS financial accounts: In early 2018, ITS successfully completed the alignment of the financial structure and accounts with the modernization strategy. This included the removal and reorganization of accounts according to organizational changes and implementing a zero-based budgeting methodology to attune spending with ITS strategic initiatives.

assessing the LSU IT Funding Model: As part of the modernization effort, the ITS Roadmap supports the need to address the sustainability of the IT Funding Model for the University. In 2018, with the full cooperation of ITS, an assessment of the IT Funding scheme, current gaps, and possible avenues for a more sustainable model began.

expanding EM: The Emergency Management (EM) Office has begun to engage with University leadership and the LSU community to more comprehensively concert emergency management efforts. This includes expanding the reach of the Emergency Operations Center (EOC) and providing tabletop and active trainings for students, faculty, and staff to promote awareness of safety procedures during potentially critical situations.

everning sustainability in risk autonomy: The Office of Risk Management (RM) has made considerable strides in mitigating risk, developing new policies and processes, and collaborating with the LSU community to establish best practices since LSU established risk autonomy in 2015. In 2017, RM has saved the Nicholson Gateway Project over $1 million in developing a Master Builders Risk and Owner Controlled Insurance Program (OCIP). LSU A&M campus’ Workers Compensation program outperformed 88 percent of comparable programs nationwide on total cost and the Worker’s Compensation Pool program managed by Risk Management returned nearly $900 thousand this year to the participating campuses. Since FY15, the negotiated property insurance rate for LSU A&M has declined to 51 percent of the last pre-risk autonomy rate paid to the state’s risk management program.
operating highlights

The ITS mission to modernize the University does not stop at hardware and software systems. IT operations processes extend to the services, administration, and overall efficiency of the IT unit. Respective to LSU ITS, this includes instructional support, campus-wide system and hardware support, technology training, and other similar processes and services that would not be possible without a dedicated IT unit. Over the past year, our team has worked diligently to include Lean concepts in all applicable areas of the organization, especially the ideas of minimizing waste, increasing value, and improving productivity. This includes increasing the productivity of day-to-day services that affect faculty, students, and administration. It will also improve the competence and aptitude of the teams that directly serve these groups throughout the year.

The following graphics provide a look into ITS operations throughout CY 2017.

**Service Desk & Faculty Training Center (FTC)**

- 23,510 trouble tickets placed via phone
- 3,894 trouble tickets placed via email
- 3,921 trouble tickets placed in person
- 201 FTC events
- 930 attendees to all FTC events
- 26 FTC department visits

**Network Operations**

- 12,984 LSU trouble tickets closed
- 500 wireless access points upgraded
- 2,838 new network connections established
- 150 campus network switches replaced
- 200 campus network switches installed

**Computer Labs & Pay for Print**

- 270,000 unique logins across 15 labs
- 123 machines replaced in Middleton 300Y & BEC
- 20 laptops put into circulation through Gear to Geaux
- 233,826 completed print jobs
- 1,353,811 pages printed
LYNDA

12,580 active users

1,308 monthly login average

1,449 new users

6434.89 hours of video viewed

TIGERWARE

37,341 software downloads

18,251 unique users

GROK

3,857 total articles

10,549,897 article views

HOSTING

23 new WordPress sites

41 new Omni sites

service & operations

The Service and Operations (SO) Office is the center of financial management for ITS. It is responsible for product and financial accounting and billing for University IT and Frey Computing Center supplies and services. The SO effectively redefined integral processes in recent months, increasing efficiency in services for ITS and our campus partners and saving the department and the University resources.

Created tentative budget for Geaux Forward Project, supporting alignment with strategic objectives such as staff augmentation, system integrations, multi-campus expenditures, hardware upgrades, and other goals that will contribute to the modernization effort.

Consolidated budgets and streamlined accounts to align with ITS structure, LSU Budget and Planning Office goals, and LSU Accounting Services Office strategies to increase accountability within the budget structure. We achieved this by closing accounts that were no longer needed and renaming accounts to reflect the current structure of ITS.

Completed comprehensive review of over 150 major contracts that ITS currently manages for the University, totaling nearly $3.9 million, to confirm proper budgeting and renewal.

Filled 24 staff vacancies to improve efficiency in service and fulfill institutional and financial goals and requirements of the University.

Produced proposal for new telecommunications billing model which included review of rates and spending and modernization of billing system.

Developed zero-based budgeting system to begin in FY 2019. This will give each department a budget of zero with the requirement of submitting proposals for funding pending approval from ITS Leadership who would then approve each proposal with respect to the Strategic Plan.

Produced cost savings of $1,923,332 through negotiations for various wireless projects.

Reduced annual equipment maintenance costs from $340,000 to $120,000 through negotiation.
Over the past fiscal year, the focus of SO has been to mitigate spending where possible, consolidate accounts, and bring financial processes and expenses in alignment with the strategic objective that ITS Leadership has set forth. This has resulted in the closing of outdated accounts, streamlining of accounting processes, and filling of key staff positions that provide vital support to the leadership and management of SO.

In these pages, we provide a glimpse into the finances of ITS, the Louisiana Optical Network Infrastructure (LONI), Emergency Management Services (EM), and Risk Management (RM).
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<thead>
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<th>ITS</th>
<th>LONI</th>
<th>RM</th>
<th>EM</th>
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<td>travel &amp; training</td>
<td>$192,200</td>
<td></td>
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<tr>
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<td>$3,262,000</td>
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Note: EM salary totals are included within ‘EM operations’.
Note: All dollar amounts have been rounded to the nearest hundred.
talent management

ITS is supported by an extremely talented, dedicated, and knowledgeable team. This group is deeply committed to bringing ITS and LSU to the other side of the modernization effort through the utilization of decades of experience with maintaining and improving IT systems within an institutional and enterprise framework. This effort will include the revitalization of myriad systems including the Frey Data Center and the server and network infrastructures; the decommissioning of the mainframe data and operations; the consolidation and replacement of current enterprise applications; and the implementation of new tools and software.

To ease the time line of the transformation, ITS will raise the standards of permanent staff and augment personnel resources to effectively manage the team’s efficiency. The IT Directorate Sentiment Analysis was designed to gauge varying areas of the work environment at ITS from the perspective of the staff as new changes are presented and implemented. It will be conducted multiple times throughout the year to measure our team’s response on the state of the department.

supporting modernization

In order to support effective practices, ITS Leadership now requires direct IT personnel to be ITIL certified. ITIL, also known as Information Technology Infrastructure Library, is an internationally recognized ITSM framework that provides a guide for best practices integral to IT systems and uses approaches unique to large scale institutions. Systems administrators, analysts, developers, engineers, and other team members who work directly with the day-to-day and larger scale projects within ITS are required to become certified in ITIL basics. Higher-level staff, such as directors, managers, and select team members, must obtain specialized ITIL certifications. This push for a greater focus on job-related knowledge will directly improve the assistance that we can provide the University community and partners.

To meet the demand of additional resources, ITS has opted to utilize staff augmentation. This allows ITS to better leverage existing resources by adding new skill sets to the current team. Another advantage is ITS’ ability to swiftly bring in specialized expertise strictly for a specific need and release the resource when the task is completed, thereby reducing ITS’ costs of acquiring skill sets. The modernization of the systems requires, at times, highly specialized skill sets that are not necessary for long-term commitments or for ongoing maintenance. LSU has an aggressive time line and, with the student project at risk, it is imperative that our department has the proper resources available while being fiscally responsible and reducing the liability and burden of direct employees as much as possible.

100% managers and directors require ITIL foundation certification

103 staff members have completed ITIL bootcamp

45 positions require ITIL foundation certification

190 positions require ITIL bootcamp
In early 2018, two different ITS Directorate Sentiment Analysis surveys were issued to Project Management Office (PMO) staff to evaluate their satisfaction and approval of the department’s current practices. The survey consisted of 12 different areas and included an average of 34 participants.

Over the course of five months, a positive change in the overall outlook occurred in departmental Leadership, Direction, Processes and Functions, and Measurements. More specifically, optimal responses to Measurements outlook saw a 29% upturn although 55% feel that current metrics are clear, but not used for improvements and rewards.

Areas with no or slight improvement include Motivation, which declined, and Communication and Morale. Communication experienced a 1% increase to 87% who agree that two-way communications are strong.

Both Customer Focus and Rewards responses moderately improved. Exactly 17% of responders agree that all levels of ITS are aware of who the stakeholders are, a 7% increase from the previous poll, and 83% feel that some pockets of ITS are aware of stakeholders. Responders who feel that ITS rewards continuous improvement number 56%, a 38% improvement from the previous poll.

Organizational Context sentiments remained the same, with 77% who feel that changes align with the department’s plans. The remaining percentage, 23%, believe that the changes only somewhat align with plans and no responders believe that changes are isolated.
It Governance

The IT Governance Council (ITGC) and its subcommittees provide oversight of technology-based enterprise activities implemented by IT, streamlining processes and promoting fiscal stewardship where possible. ITGC’s approach uses data-supported measurements, such as strategic fit and return on value, and strategic direction to prioritize and allocate resources for IT service requests. The Council is comprised of representatives from all facets of the LSU community and is thus best equipped to charter the course for the future enterprise IT environment, evaluating and prioritizing demands of enterprise IT technologies and activities, overseeing data access, and developing relevant policies, rules, and standards needed for University IT.

In the future, the ITS Business Process Management (BPM) team will complete the first official annual review of the subcommittees, ensuring we document their progress in achieving strategic goals and maintaining responsibilities.

**Notable Achievements**
- Formulated the structure and mission for IT Governance.
- Participated in the creation of a University policy for Electronic Signatures.
- Recommended Geaux Forward go-decision in tandem with University administration.
- Approved legacy change management initiative.
- Formed and activated the Human Capital Management and Finance, Operations, and Research Technology subcommittees and approved the formation of the Cross Functional subcommittee.

**Guiding Policies and Processes**

ITGC is responsible for ensuring appropriate IT policies are in place. Existing policies are in need of revisions and new policies must be introduced in tandem with modernization efforts. ITGC requests, evaluates, and recommends changes to policies, fostering a centralized IT environment throughout the University. ITGC also oversees IT-related processes and guidelines to ensure the productive use of our collective IT resources. This past year, ITGC has accomplished the following:

**Inclusion of Industry Experts:** ITGC’s formation successfully kicked off with a retreat with renowned IT governance expert and business intelligence thought leader Wayne Eckerson. Eckerson provided us with the framework for strategies and best practices in IT governance in the ‘Age of Agility.’

**Endorsement of the Business Process Mapping Approach:** The use of the business process mapping approach through BPM is the first step towards a continuous improvement process. Using Lean as the fundamental building block of mapping the procurement or implementation of any IT solution, ITS integrates changes from these technological solutions into business operations prior to the changes being made.

**Establishment of the DGWG:** The Data Governance Working Group (DGWG) supports the ITGC by increasing collaboration and access within the University data networks. On a broader scale, the DGWG defines the approach, designation, and governance of data, metadata, and information components of business processes. More specifically, the group assists with policies and standards, information quality, privacy, compliance and security, and IT architecture and integration.

**Formation of the LCM:** The Legacy Change Moratorium (LCM) manages the resources of legacy framework expertise within the University. The LCM applies to legacy applications currently in use and are not included within the Student Systems Modernization Project or rendered obsolete by Transforming and Architecting the Information Landscape (TAIL) team’s modernization efforts. It also applies to work with new applications that require resources based in the same projects.
FY18 IT Governance Council

Sally McKechnie
Assistant Vice President, Procurement

Suresh Rai
Professor, Electrical & Computer Engineering

Donna Torres
Associate Vice President, Accounting Services

Troy Blanchard
Associate Dean, College of Humanities and Social Sciences

Douglas Villien
Assistant Director, Research & Economic Development

John C Borne
Executive Director, IT Security & Risk

Chad Brackin
Chief Auditor, Internal Audit

Darya Courville
Executive Director, Sponsored Programs

Mark Ewing
Senior Associate Director, LSU Athletics

Joseph Legoria
Associate Professor, Ourso College of Business

Melissa Brocato
Assistant Vice President, Center for Academic Success

Sandi Gillilan
Chair
Associate Vice Provost, Academic Affairs

ex-officio

Andrea Ballinger
CTO, Associate Vice President for Administration and ITS, LSU

Shelby C. Keith
CIO, LSU Shreveport

Stephen Heyward
Director of IT, LSU Eunice

Jason P. Normand
CIO, LSU Alexandria

James “Mickey” Kees
CIO, LSU Health Services Division

Kenny Brown
CIO, LSU Health Sciences Center, Shreveport

Bettina Owens
CIO, LSU Health Sciences Center, New Orleans

Fred Piazza
CIO, LSU AgCenter

David E. Alexander
CIO, Pennington Biomedical Research Center
ITS in support of the ITGC

Established and created the intake process for Portfolio Management Office.
Updated the ITS Service Catalog.
Organized the TAIL program’s projects.
Organized the Hybrid-Cloud Program, paving the way for the integration of a cloud-based and on-site data storage environment.
Set the foundation for the Enterprise Architecture Committee.
Middleton Library, pictured above, gives students access to a wealth of digital resources through LSU's IT network.
The ITS Service Catalog offers a comprehensive list of all IT services offered at the University. Some of these services are reserved for students, faculty, and staff, while others are available to LSU’s surrounding community and family members.

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<tr>
<th>Communication and Collaboration</th>
<th>Endpoint Computing</th>
<th>Security</th>
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<td>web site management</td>
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<tr>
<td>cable tv</td>
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</tbody>
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infrastructure

- network monitoring
- network data connection
- network registration
- Domain Name System (DNS) service
- data center Infrastructure as a service (IaaS) service
- data center physical server infrastructure

teaching and learning

- classroom it
- lecture capture
- digital imaging services
- learning management solution

- educational technology consulting
- educational technology training
- enterprise integrations into Moodle

administrative and business

- IT project management
- document imaging
- on-premises application management
- data virtualization design & administration
- reporting & analytics design & development
- data mart design and administration
- mainframe administration
- Human Capital Management (Workday)

- application design, development, & administration
- cloud-based application management
- database design & administration
- integration design, development, & administration
- cloud-based third party product management
- source system reporting administration
- operational data store design & administration
In accordance with LSU’s Strategic Plan 2025, ITS Leadership has defined a strategic vision that will support reinforcing the University’s status as a champion for research and academic prowess, positively influencing the region and the world. LSU’s returned focus on reestablishing prominence as a nationally recognized leader in multiple areas of scientific research and as a regional forerunner in higher education excellence reinforces the need for revitalized enterprise IT systems to function as the primary facilitators of the transformation of the LSU community. Through accomplishing the following concerted objectives, ITS will define a new era of technological and academic advancement for LSU, establishing a standard that is on par with IT methods utilized by institutions globally.

1. Institutionalize IT Governance and Good IT Practices
   includes all campuses for enterprise solutions and services
   - ✓ utilize the ITS Portfolio Management Office to design improvements to business processes
   - ✓ create IT Governance Subcommittees to enhance strategic decision-making
   - ○ develop and implement comprehensive data policies and strategies that emphasize data as an institutional asset
   - ○ develop and implement a progressive IT financial management business model that promotes transparency, accountability, and enhanced decision-making
   - ○ construct and formalize a multi-campus IT Shared Services strategy. Identify and implement a shared service and support philosophy, including the use of IT management tools and processes where it will improve the service and support experience for faculty, students, and staff

   [in progress]

2. Modernize IT Architecture
   retiring mainframe and its applications by no later than 6/30/20
   - ○ create an enterprise architecture strategy and formalize architectural principles
   - ○ optimize and standardize current end-to-end business processes to use industry best practices that are provided by our administration systems
   - ○ review current administrative system customizations and remove or streamline any customizations that are unused or increase complexity for users
   - ○ build a shared-service institutional business intelligence environment to provide a common data access service that the entire University can use for learning, research, and administrative reporting and analytical needs
   - ○ design a flexible and cost-effective architecture for future data centers
   - ○ create an informative and transparent dashboard highlighting all IT activities

   [in progress]
3. Implement Student Modernization Project

- implement a modern student information system that meets the needs of students, faculty, and staff
- ensure data created from new systems can be utilized for institution-wide decision-making
- re-design student related business processes for optimal efficiency & effectiveness

4. Provide a strong and unified research infrastructure with data and capabilities that enable expansion and innovation

- design and build a NIST 800-171 compliant research infrastructure
- implement an extensible research storage infrastructure that adapts to the changing needs of the institution
- collaborate with LONI and Center for Computation and Technology (CCT) to design and implement the next generation high performance computing (HPC) cluster architecture
- coordinate and expand the research support community across the university, providing technical support and knowledge of standard based best practices
- create business process maps, along with supporting technology, that cover the life cycle of research data from creation to publication and preservation

5. Institutionalize risk management and security programs

- develop metrics and reporting protocols to highlight key components of the LSU risk management program
- expand delivery of risk management knowledge and services to University departments through risk identification, analysis and evaluation; risk mitigation recommendations and solutions; collaboration; informational presentations; committee membership and meetings; education and training
- share knowledge and collaborate with LSU campuses regarding risk management issues and best practices; assist campuses with analysis of autonomous risk management programs
- create and/or update University policies and guidelines to improve outcomes and mitigate risks
- continually assess the performance of the University's risk financing program and external risk services; adjust such services or programs to best assist with risk management offerings and to reduce institutional risk efficiently and effectively
- develop an IT security and compliance assessment process
ITS leadership entered the 2018 fiscal year with the intention of solidifying the foundation for the departmental transformation that would serve as the technological cornerstone for the University’s revitalization. The primary drivers came to be the expansion and development of Enterprise IT systems, the building and formalizing of frameworks for best practices, and the increase of service efficiency for ITS staff, the LSU community, and ITS partners and affiliates. With these in mind, ITS leadership set forth five master objectives that, individually and cumulatively, support the overall goals of LSU’s Strategic Plan 2025.

**formalize an IT Governance Council**

The Information Technology Governance Council (ITGC) was developed to guide ITS’ implementation of the ITS Roadmap and collaborative, strategic transition into a Lean organization. The very function of the ITGC and its subcommittees is to encourage and embrace open, synergistic dialogue within the LSU community, including stakeholders, subject matter experts, and all LSU entities, actively seeking, encouraging, and implementing creative solutions for new and existing operations. This transformation of LSU’s view of the present and future of IT is deliberate, focused on modernization and transparency, and piloted by ITGC’s dedication to innovate and improve LSU IT services. ITGC’s oversight has led to the recent application of inventive operational and organizational modifications. This includes the establishment of the LCM, intended to conserve and manage staff with legacy framework expertise, and the creation of the PMO, expected to measure ITS progress towards a Lean organization and assess large-scale changes to the IT environment. It also includes encouraging transparency in IT project approval through undergoing a business process mapping evaluation and requiring sponsors to approach IT Governance before project approval and resource commitment.

**establish formal Enterprise Architecture Committee**

Enterprise Architecture (EA) is an essential contributor to operational excellence. At its surface, EA serves as a cyclical framework that provides transparency into the process of technology adoption and application. Looking deeper, EA helps organizations achieve operational excellence by balancing the demands for knowledge creation, operational function, innovation, budget efficiency, security, compliance, and risk management. It supports the development of a coherent IT fabric through activities like defining standards, identifying technology needs, and recognizing opportunities for shared services. At the same time, it contributes to the engineering and re-engineering of technology organizational structures as it seeks to fulfill those needs and exploit opportunities. The final result is a higher level of operational efficiency that maximizes the value of technology resources and imbues worth.

**reorganize ITS**

Using an ITIL-based standard of operational excellence, ITS has undergone and is actively fine-tuning a department-wide reorganization aimed at sustaining a more effective and transparent organizational structure. This new framework will effectually improve ITS’ ability to deliver solutions for enterprise needs that are malleable and well-suited for LSU’s unique system, advancing progress within a growing tech field through clustering similar roles and encouraging inter-departmental collaboration for more innovative operations and business solutions. Primary objectives include increasing capacity to deliver on enterprise needs for IT solutions, providing professional development opportunities for team members, increasing responsiveness to change, measuring value creation, and measuring cost for delivering enterprise IT.

**formalize Portfolio Management Office**

September of 2017 marked the formation of the first IT PMO at LSU designed to assess requests for new technology or automations that surpass the scope of the Change Management team. In support of the underlying charge of transforming IT at the University, the PMO’s initial activities involved augmenting staff with contract project managers and business analysts and developing standard processes, project intake procedures, and project management methodology. The PMO works closely with and receives guidance from the ITGC regarding approval of large projects, ensuring prioritization of projects, alignment with strategic objectives, and organization of resource capacity. This collaboration is the key to the successful implementation of the numerous and varied IT projects currently underway.
The Service Desk (SD) has actively transformed the IT service experience for the LSU community through reorganizing staff roles, workflow processes, and tools. The SD collaborated with other LSU departments to support the development of new applications and systems and to cross train staff among functional areas so that, as an example, FTC staff could be more adept at serving broader faculty IT needs and the call center could understand the tools and services faculty utilize in support of teaching and learning.

The first step to transforming the University network into a thriving Business Intelligence environment, sustaining the work of the students and faculty and bringing efficiency to the services of the administration and staff, is to build a viable foundation, rooted in an allegiance to innovation and a drive to implement and develop solution-oriented practices. To support the business of an evolving collegiate climate of technological innovation, ITS utilizes solutions such as Tableau, a business intelligence software that allows users to connect to a variety of data sources, create engaging and interactive visualizations, and securely share information with others. An essential part of the data transformation is the use of the cloud-based data management software Informatica Cloud, the middle way between moving data from the aging, custom-built mainframe to the hybrid, enterprise vendor solution, Workday, and the establishment of data marts, an innovative data storage solution adopted by ITS to improve efficiency and data management.

**FY 18 Modernization Goals**

1. **Update Frey Data Center**
   - ✔ updating of high performance computing systems
   - ✔ converting fire suppression system
   - ✔ planning for generator and data center infrastructure upgrades

   **in progress**

2. **Update Server/Network Infrastructure**
   - ✔ update current business model for funding telephony, network maintenance, and lifecycle replacement
   - ✔ identify and engage with cloud solution for gaps in research data storage
   - ✔ identify and engage cloud solution for compliance with NIST-800-171

   **in progress**

3. **Student Systems Modernization Project**
   - ✔ fit and feasibility project
   - ○ student enterprise resource planning software implementation

   **in progress**

4. **Mainframe Data and Application Transition Project**
   - ✔ "save the mainframe data" project
   - ○ parking application
   - ○ identity and access management

   **in progress**

5. **Consolidate Multiple Academic and Administrative Tools into Enterprise Applications**
   - ○ customer relationship management
   - ○ IT service management
   - ✔ visualization (Tableau)
   - ○ clickers

   **in progress**

6. **Select and Implement New Enterprise Administrative Tools**
   - ○ contract management
   - ○ business intelligence
   - ○ enterprise time clock

   **in progress**
The purpose of the Student Systems Modernization program is to implement and sustain a state of the art system designed to facilitate the seamless flow of student data among administrators, faculty, staff, and students and fulfill the multi-faceted needs of the entire LSU student community through a redesign of existing business processes supported by the new system. Aligning with the LSU Strategic Plan 2025, the objectives of the program directly focus on streamlining technological and intellectual institutional resources to advance the tools and systems utilized by the thinkers and leaders that make up the LSU community, effectively facilitating an atmosphere and environment that fosters potential and encourages success.

The LSU A&M student system’s current software has been in use for the past 35 years and requires an update. This system is also separate from the multiple systems in use at the LSUA, LSUE, and LSUS campuses. Seeking to enhance the student experience, unify the campus student system experience, and fulfill operational excellence standards, ITS formed an initiative to pinpoint a replacement and virtually promote a collaborative student service experience capable of keeping the University community at the forefront of technological advancement in academia and the broader world.

Workday, the software chosen to transform the HR and Finance department, underwent a rigorous Fit and Feasibility Assessment to determine if it would also fulfill the needs of the student systems. This assessment included working groups made up of faculty, students, and administrators across multiple LSU campuses to evaluate critical dimensions of Enterprise resource planning (ERP): Implementation Approach, Stakeholder Engagement, Organizational Readiness, Functional Alignment, Vendor Responsiveness, and Risk Assessment. The concluding results were satisfactory.

In December 2017, the ITGC and the University administration unanimously agreed that Workday would be the best choice for the student systems of the University and the implementation process commenced.

Completion of Fit and Feasibility Assessment.
Established a timeline for assessment and implementation of modern system software and decommissioning of mainframe at LSU A&M and regional campuses.
Established Geaux Forward working groups to actively evaluate and guide strategic direction in modernization efforts.
Selected Workday as the software of choice for the modernization of student systems management.
the Fit and Feasibility scorecard

The evaluation system to select the program best suited for the LSU student body’s business processes, developed through dialogue held among LSU colleges, departments, and governance groups, came to fruition through consultations with subject matter experts, central office and University staff, faculty, students, and open forums. With significant consideration to best practices, it also accounted for existing and sustained multi-institutional software systems and previous assessments conducted specifically for LSU.

Using concepts such as “Listen, Look, and Assess,” and “Learn and Report,” the project team conducted multiple sessions to calculate LSU community needs. The team then evaluated the information with the input of third party experts, Transforming Solutions, Inc. (TSI), identified areas of concern specific to LSU, and measured the outcomes against Workday.

**FEASIBILITY**
the likelihood of success, particularly as it relates to LSU’s ability to transform its approach to information systems and administrative services

**FIT**
the fit of the software for its intended purpose. That is, how well the software aligns with LSU’s functional and technical objectives

**RISK**
the risk of loss resulting from inadequate or failed procedures, systems or policies

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business process mapping

Testing the compatibility of Workday with LSU’s current and future needs requires committees to conduct a series of business process mapping assessments. These Current Process and Analysis Sessions, conducted on the LSU A&M campus and the campuses of LSU Alexandria (LSUA), LSU Eunice (LSUE), and LSU Shreveport (LSUS), included the participation of members of key University departments, including admissions, registration, bursars, financial aid, academic records, and advising and the assistance of TSI.

These on-going sessions will provide multi-department and multi-institution input on the three stages of developing Workday’s student framework. The stages include developing a consensus on the current state of a business process; evaluating the process’ significance, efficiency, and potential for improvement; and illustrating what the future state for the process would look like within the new system based on institutional and community needs.

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Collaboration with TSI

- **99%** of planned sessions completed
- **146** sessions held
- **91%** of budget spent
- **$906,752** allocated budget
- **$828,918** actual amount spent

Student Systems Current Process Mapping

- **98%** of planned sessions completed
- **98** total sessions held
Geaux Forward

The Geaux Forward (GF) initiative embodies the framework of LSU’s Strategic Plan 2025 goals. GF seeks to encourage collaboration among the faculty, staff, and students of LSU, supporting these innovators in driving progress within their respective fields and areas of expertise. This will be achieved through the use of cutting-edge technology and cultivation of an unparalleled mindset emboldened by the core value of encouraging the LSU community to be creative, culturally adept, globally engaged, innovative, and transformative in their pursuits.

In 2018, GF will continue business process management assessments for each LSU campus. The analyses from these assessments will guide the team’s implementation of the Architect Phase, which will see the building of the system in alignment with LSU’s needs, and the Implementation Phase, which will see the software integrated into LSU’s front-facing systems. Following the Implementation Phase, ITS will decommission the mainframe legacy systems.

GF’s achievements will be propelled forward by the GF Working Group, which will begin to meet in mid-to-late 2018. This group, made up of representatives from each University system, will spearhead the Architect Phase, providing insight and a buffer to the results of the business process mapping sessions to allow the completed system to exert its full value to the LSU community.

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<th>working group composition</th>
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<td>academic leadership from each campus</td>
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<tr>
<td>LSU A&amp;M Associate and Assistant Deans committee</td>
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<tr>
<td>Institutional research</td>
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<td>graduate school</td>
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<td>student affairs</td>
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<td>faculty representative</td>
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<td>financial aid</td>
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<td>bursar/student financials</td>
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<tr>
<td>university registrar</td>
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<tr>
<td>student government from each campus</td>
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<tr>
<td>Chair, IT Governance Council, HCM/Finance subcommittee</td>
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<tr>
<td>Chair, IT Governance Council, Operations subcommittee</td>
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data architecture

Over the past year, Data Architecture (DA) has demonstrated a commitment to organizational efficiency through a restructuring of the departments within Academic IT, Business Intelligence, Central Support, Enterprise Architecture, Legacy Administration, Legacy Support, and Production Support.

DA is also working to modernize Enterprise IT Infrastructure, Applications, and IT Tools through the implementation of key initiatives in each department focused on replacing the legacy mainframe system, transforming the current data environment into a cloud hybrid model, and building a modern and collaborative enterprise system that encourages and facilitates the use of innovative technologies and multi-platform efforts.

- Notable Achievements:
  - Removed outdated code base from the legacy HR/FIN suite: APS, BGT, BSM, COA, ERI, ETA, GLS, HRM, HRS, INS, IPM, LVT, PAR, PAY, PRO, PUR, RCN, TRS, USM.
  - Rolled out LSU-hosted Tableau dashboard to Enrollment Management and college-level users to expand desktop use and trained ITS, Enrollment Management, and IR developers.
  - Expanded Business Analyst capacity for HCM/Fin module support and incorporated Lean approach.
  - Deployed Informatica, a cutting-edge digital application for the establishment and management of data warehouses, to assist with the transformation of the LSU networks.
  - Enforced database security through masking or encryption on LSU-based systems.
  - Established an automated configuration and imaging process for hardware replacements.
  - Centralized services in sub departments including absorbing Academic IT Support team, migrating University Information Services (UIS) Distributed Systems Administrators to the UNI department, and transforming Financial Systems Services (FSS) into the Central Unit Support Department to expand on business analysis, reporting services, training on Enterprise Applications, metadata management, and local desktop and IT support.
transforming and architecting the information landscape

Transforming and Architecting the Information Landscape (TAIL) is a system of over 30 individual projects aimed at dismantling the existing 35-year old mainframe system, which houses a range of essential University processes, and actively assessing modernization strategies aligned with best practices and the needs of the University’s stakeholders. This team was organized by ITGC and is working with Technical Architecture (TA) Services, IT Security and Policy (ITSP), and other departments to design a new enterprise data framework. Together, they will effectively transform and restructure these digital services and associated applications, migrating data to the hybrid cloud in a way that promotes regulatory compliance and data accessibility.

**CURRENT TAIL INITIATIVES**
Change Management (CM) assesses, authorizes, schedules, and manages changes across all systems within ITS. Last year, ITS saw 12,984 individual requests to make changes, update systems, and add new services. In order to improve successful change rates and lower risks associated with these changes, CM has developed five processes using the ITIL framework to manage various types of change requests. CM has also established the Change Advisory Board (CAB), a core group consisting of seven ITS employees and representatives from the supported units, to authorize the deployment of changes into production.

In the current change process flow, approving one change requires the participation and approval of multiple parties through digital, verbal, and written mediums each time the particular change is requested. In 2018, CM will standardize and automate many change management processes, digitally house these processes, and implement and maintain the Change Management Database within the chosen ITSM software, Cherwell, alongside other ITS departments. The team will also implement a standard deployment cycle for authorized changes across all systems within ITS to better manage CM resources.

Below is an illustration of the proposed change process automation for low, medium, and high risk alterations to University systems.
Select staff and faculty from each campus and department of LSU participate in the Data Governance Working Group (DGWG), which was created by ITGC to broaden data collaboration and access within the University community. Together they will define which data will be governed at the enterprise level as TAIL continues to assemble and implement an efficient system of data subsistence, migration, and presentation in the best interest of the end user within the new system. DGWG also provides assistance with policies and standards, information quality, privacy, compliance and security, and IT architecture and integration.

Below is a visual representation of the new data architecture system that places priority on data that is integral to the University, its systems, and users. Master Data Management ensures data accuracy and maintenance within each source system. The key to data mobility will be the Enterprise Integration Platform as a Service ( iPaaS ), a collection of automated tools that serve as a bridge for the different applications, sources, and other environments that make up the enterprise system. iPaaS will work in tandem with data lakes, a configuration used to support structured, unstructured, and legacy data directly from varying sources, and a data quality application to ensure that the data hub, which allows users or systems to consume data, is receiving the correct information.

On the front end, a metadata application will assist in defining data elements, working with a data lineage application to follow the path of any data from source to user, so that the data virtualization application can allow users to simultaneously access data from single or multiple sources within the enterprise.
**Technical Architecture**

**Technical Architecture (TA) Services** is resolved to implementing and supporting the functional capabilities of the University and modernizing the IT environment, infrastructure, applications, and tools. The team provides crucial support for the dismantling of the legacy mainframe and its applications while implementing University-wide strategies intended to improve the LSU student experience.

This year, TA has increased technological security and ensured compliance in the integration and updating of the digital communications network that brings students, faculty, and administration together across LSU’s campuses. By doing this, TA retains their commitment to combine industry best practices with a passion for contributing to academic excellence at LSU.

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**notable achievements**

- Formalized Enterprise Architecture Advisory group to integrate EA processes with IT governance.
- Installed almost 800 miles of fiber cable.
- Began framework to comply with NIST 800-171 to support research of Covered Defense Information.
- Completed multi-year renovation of Patrick F. Taylor College of Engineering including the demolition and redesign of ~225,000 sq. ft of property, the design and construction of 10 telecommunications rooms, and the purchase, configuration, and installation of 4,800 wired data connection points (800,000 ft. of Category 6 data cabling), 120 wireless access points, 100 48-port gigabit switches, and the first one-hundred percent voice over Internet protocol (VOIP) deployment on campus, connecting classroom, administrative office, laboratory, and common spaces.
- Completed Gymnastics Building construction, demolition of old forestry building, and UREC renovation.
- Advanced construction on Nicholson Gateway Development, a seven-building residential construction project scheduled for occupancy by August 2018. Thus far, design and construction of 22 telecommunications rooms, installation of 3,800 (770,000 ft. of Category 6 data cabling) wired data connection points, and the purchase, configuration, and installation of 540 wireless access points and 80 48-port gigabit switches has been completed.

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**university network infrastructure**

The University Networking and Infrastructure (UNI) group is the backbone of ITS and the University’s hardware systems. UNI has direct oversight of the network, voice, and server infrastructure systems, the Network Operations Center (NOC), and the Data Center and works to implement, sustain, and develop the integral hardware of these systems. UNI ensures that these interconnected systems are sustained as a collaborative arrangement, inspiring innovation and encouraging success in all areas of the University through efficiency.

12,984 trouble tickets closed
125 network switches replaced
UNIFIED APPLICATIONS AND NETWORK TEAMS

779 trouble tickets resolved

600 wireless access points upgraded

2,026 service orders processed

200 new phones installed on campus

200 new network switches installed on campus

2,1177 new network connections

NOC & data center
network applications & systems architecture group

500,000 records imported into new system

400TB data maintained across campus

Office 365 services expanded

Box.com software deployment

1,3Pb NAS storage system deployed

125 virtual servers created

1.3Pb

Email

IPAM

DHCP

DNS

Bluecat deployed

Note: NOC, Data Center, network applications & systems architecture group, and unified applications and network team data reflects CY2017.
Research and Education Technology Services (RETS) caters specifically to multimedia classrooms (MMC), research technology, high performance computing, and campus computer labs. RETS helps to maintain research, teaching, and learning technologies and provides support to address technology issues that faculty and students encounter.

Some of the research that occurs at LSU requires secure access to confidential groups of data that necessitate higher levels of security than the typical LSU network provides. For example, the Office of Research and Economic Development estimates the receipt of nearly 100 project proposals for Department of Defense (DoD) funding that will be subject to NIST 800-171 compliance, 10-20 of which will be approved. RETS is currently working with multiple departments, such as IT Security and Policy (ITSP), to facilitate secure cloud-based computations, access points, and storage for compliance before the approved projects can begin.

The following data provides a snapshot of RETS’ accomplishments during CY2017.

191
 MMCs maintained and supported

386
 MMC incidents addressed

99
 computer life cycle replacements completed

14
 Allen basement rooms renovated

100
 software installations completed

77
 campus rooms received audio-visual life cycle replacements

Consulted or Assisted in Projects for:

- Office of the registrar
- LSU agriculture school
- Academic Affairs
- Experimental statistics
- School of music
- Communication sciences & disorders
- Facility services
- Business education complex
- Foreign language
- Military science

$119,446,626
 Total amount of 109 surveyed grants

$18,679,658
 Other LONI institutions

$138,126,284
 Grant awards by discipline

- Coastal and environmental sciences: $47,350,502
- Material and manufacturing: $31,803,082
- Energy and engineering: $29,158,755
- Biological sciences: $22,664,422
- Physics: $4,031,637
- Chemistry: $1,623,838
- Computer sciences: $1,494,048

16.541
 Average attendance of summer HPC workshops

61.81
 Average attendance of weekly HPC tutorials every semester
Computer Labs

- 1,353,811 pages printed
- 25 locations
- 233,826 print jobs
- 82 incidents resolved by the labs group
- 123 machines replaced in Middleton 300Y & Business Education Complex
- 20 laptops put in circulation through Gear to Geaux

High Performance Computing Team (HPC)

Note: The following information was gathered from 73 of the 170 total principal investigators using LSU and LONI HPC resources during 2017. The reported dollar amount is not annualized and only includes grants that were active for part of or all of the 2017 calendar year.

Grant awards by discipline:
- $47,350,502 coastal and environmental sciences
- $31,803,082 material and manufacturing
- $29,158,755 energy and engineering
- $22,664,422 biological sciences
- $4,031,637 physics
- $1,623,838 chemistry
- $1,494,048 computer sciences

$138,126,284 total amount of 109 surveyed grants

$119,446,626 LSU

$18,679,658 other LONI institutions

HPC cluster:
- Super Mike 2:
  - Total available (cpu hours, million): 61.81
  - Consumed (cpu hours, million): 38.25
  - Utilization rate: 61.9%
- SuperMIC:
  - Total available (cpu hours, million): 66.58
  - Consumed (cpu hours, million): 38.41
  - Utilization rate: 57.7%
- Queen Bee 2:
  - Total available (cpu hours, million): 89.63
  - Consumed (cpu hours, million): 52.82
  - Utilization rate: 58.9%

Note: Total available is theoretical cpu hours calculated under the assumption that there is no down time and all nodes are 100% available.

41 average attendance of summer HPC workshops
16.5 average attendance of weekly HPC tutorials every semester
Emergency Management

Following Hurricane Katrina in 2005 and the Virginia Tech campus shootings in 2007, University officials recognized the need for a public safety system dedicated to the individuals that use the campus daily. Because of this, the Emergency Management (EM) Department came to fruition. The Emergency Operations Center (EOC) is the crucial hub of EM, serving as the liaison between federal, state, and local entities and the LSU community during significant events such as natural disasters or other calamities, ensuring safety and the efficiency of emergency services, evacuations, and situation control.

One of EM’s primary tasks is to generate alerts for the LSU community – subscribers to the LSU Emergency Text Messaging System receive text messages in the event of inclement weather and potentially dangerous situations. EM also provides trainings and promotes awareness of safety procedures for any event with the potential to disrupt the mission of the University.

Image: In emergency planning, EM accounts for the 1,200 acres and 539 academic and auxiliary buildings that are the A&M campus.
information security & policy

Information Security & Policy (ITSP) encompasses two departments: operations, which oversees the daily security maintenance of the LSU environment and incident management, and Identity and Compliance, which oversees identity management, authentication and authorization services, and consultation services relate to compliance. The departments routinely respond to security threats like phishing, viruses, and malware attempts; manage compromised accounts to preserve the security of the environment; and consult on software procurement for the University.

In 2018, ITSP will continue to work with departments to ensure compliance and data protection language is included within contracts and assist stakeholders in compliance efforts for NIST 800-171, HIPPA, FERPA, GLBA, GPPR, and PCI-DSS standards and legislation.

Upgraded infrastructure in support of future implementation of two-factor authentication.

Documented critical processes and procedures of identity and access management, vulnerability management, and ITSP tools.

Created a system of measurement for key areas in account suspension, phishing, service management, and identity management.

Conducted awareness campaigns for Cyber Security Awareness month.

Created new policies for Data Security, E-mail, and Surveillance Camera Policies based on enterprise best practices.

Established Vulnerability Management for campus networks to identify and assist in remediation of high and critical vulnerabilities.

Identified and addressed over 300 endpoints and servers impacted by EternalBlue vulnerability between October 2017 and May 2018.
Professional Services

ITS Professional Services (PS) serve LSU staff, faculty, administration, and students by providing a targeted approach to solving IT needs and utilizing customer service best practices to increase efficiency and value. To better support the transformation of ITS, PS has reoriented internal processes, resources, and staff priorities to reinforce ongoing efforts of attaining operational excellence in developing essential proficiencies, and facilitating collaboration among ITS teams, University departments, and key entities beyond the campus.

In the coming year, PS will further improve operational standards and practices of LSU’s virtual and digitally-inclined community by incorporating standards from widely appraised and effective methodologies. The team will also continue to support the deployment of the enterprise ITSM application Cherwell along with other ITS departments, increase awareness of ITS services through virtual and tangible mediums, and expand FTC outreach efforts.

Notable Achievements

- Aligned new staffing model with ITS needs through expanding personnel, improving training, and increasing overall knowledge base of staff.
- Aligned organizational practices, policies, and processes with the ITIL ITSM framework.
- Created protocols for incidents and inquiries.
- Created training programs and requirements for staff.
- Updated the service catalog for increased navigability.
- Defined standard hours for FTC coverage and increased FTC staff time at campus events.
- Streamlined GROK content.

Service Desk

The ITS Service Desk (SD) remains committed to serving the needs of the growing local and digital LSU community and supporting broader goals of research, instruction, and institutional efficiency. Aligned with ITIL-based processes, SD has refined procedures for responses to requests and defined KPIs for Services and Service Improvement to measure client and service satisfaction. In close collaboration with CM, SD supported the selection of Cherwell, the chosen ITSM application that will launch at the end of 2018, and assisted in developing new virtual collaboration and storage solutions.

In the coming year, the SD will focus on becoming more culturally adept and globally engaged, addressing the service needs of the growing virtual LSU population and emphasizing customer service training designed to overcome implicit biases and increase emotional intelligence.

The department will also bolster their commitment to innovative and transformative change by exploring Knowledge Centered Service and integrating best practices from ITIL, Lean, and the HDI. Through continued collaboration, FY19 will see the deployment of Cherwell and the SD will continue to evolve the support it provides in response to innovation and changing customer needs.

Faculty Technology Center

The Faculty Technology Center (FTC) provides University-wide IT support, consultations, and instruction solutions that adapt to each department, school, and faculty member’s style. FTC’s staff provides technology-based instruction support that helps faculty improve and innovate techniques in face-to-face and virtual instruction, student engagement, assessment, and active learning.
18,300 hours of faculty events provided

201 total events

930 total attendees

highest attended classes

101 the landscape of online education and online offerings at LSU (online teaching cohort event)

77 speed-geeking: spring into active learning

63 speed-geeking: weaving the web: supporting lifelong learners

41 FTC open house

788 incidents reported via email | SD

2,348 incidents reported via web | SD

41 incidents reported via web | FTC

1,546 incidents reported via email | FTC

SD & FTC

94.9% customer service satisfaction

97.2% agent satisfaction

3,737 incidents reported in-person | SD

184 incidents reported in-person | FTC

SD: 16,923 phone calls

92.5% call answer rate

:45 average speed to answer

FTC: 6,587 phone calls

98.7% call answer rate

:06 average speed to answer
The Portfolio Management Office (PMO), established by the ITGC in September of 2017, manages the utilization of ITS human resources, operational efforts, and project portfolios when assessing and implementing requests for new technology or automation. In order to fulfill these duties, PMO determines the skills costs and measures progress towards operational goals and project and professional development requirements. The department’s overall goal is to quantify our efforts and exhibit cost of service improvements, supporting ITS’ transformation into a Lean organization.

**notable achievements**

- Identified goals, phase maps, and documents for business process mapping projects.
- Built operating procedures.
- Established project methodology, base metrics, and scoring process.
- Started process mapping and tool implementation.
- Developed and implemented ITS organizational change plan.
- Developed and launched website for project initiators.
# FY18 PMO projects

<table>
<thead>
<tr>
<th>completed projects</th>
<th>projects in progress</th>
<th>projects in Phase 0</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Systems Modernization Fit and Feasibility Study</td>
<td>Business Process Mapping</td>
<td>Construction Management</td>
</tr>
<tr>
<td></td>
<td>General Data Protection Regulation (GDPR) Compliance</td>
<td>Title IX Case Management</td>
</tr>
<tr>
<td></td>
<td>911 Address Implementation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Save the Data</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2 Factor Authentication</td>
<td>Student Response System (Clickers)</td>
</tr>
<tr>
<td></td>
<td>Blue Explorance Project</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Customer Relationship Management</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Electronic Research Management (eRa)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Geaux Forward: Student System Modernization Implementation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Identity and Access Management</td>
<td></td>
</tr>
<tr>
<td></td>
<td>IT Service Management</td>
<td></td>
</tr>
</tbody>
</table>

- **11** active projects
- **6** large
- **4** medium
- **1** small
- **2** external take
- **6** grandfathered
- **3** internal take
ECAR IT study

The EDUCASE Center for Analysis and Research (ECAR) works specifically with IT professionals and higher education institutions. They often partner with the electronic Research Administration (eRA), which works with research institutions, to collect data from higher education institutions and obtain deeper insight into higher education technology uses, inclinations, and interdepartmental efforts. They both collaborate with LSU every two years to survey the University’s faculty and staff, deriving specific data to provide a complete perspective of how particular technologies and practices affect the University community and what improvements can enhance the University IT experience.

The complete report includes results from multiple LSU campuses including LSUA, LSUE, and LSUS, and can be found online at https://www.lsu.edu/it_services/serv_op/ecar_survey.php.

Q: When you need tech support or assistance, what do you typically do? 66% A: Faculty use help desk

Q: Do you agree or strongly have confidence in LSU’s ability to safeguard research data? 64% A: Faculty says yes

Types of operating systems that PC owners use

<table>
<thead>
<tr>
<th>Operating System</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Windows</td>
<td>76%</td>
</tr>
<tr>
<td>Mac or OSX</td>
<td>20%</td>
</tr>
<tr>
<td>Chrome OS</td>
<td>2%</td>
</tr>
<tr>
<td>Linux</td>
<td>1%</td>
</tr>
</tbody>
</table>

Types of OS’s that laptop owners use

<table>
<thead>
<tr>
<th>Operating System</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Windows</td>
<td>57%</td>
</tr>
<tr>
<td>Mac or OSX</td>
<td>39%</td>
</tr>
<tr>
<td>Linux</td>
<td>3%</td>
</tr>
</tbody>
</table>

Q: What learning management system do you typically use? 76% A: Faculty use Moodle (Trust)

Q: Do you agree or strongly have confidence in LSU’s overall technology privacy and security? 58% A: Faculty says yes

Q: What is the quality of Faculty consultations for using tech as a teaching aid

<table>
<thead>
<tr>
<th>Quality</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good to excellent</td>
<td>36%</td>
</tr>
<tr>
<td>haven’t used in the past year</td>
<td>37%</td>
</tr>
</tbody>
</table>

Q: How many instructors use tech adequately for course instruction

<table>
<thead>
<tr>
<th>Instructor Usage</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>All to almost all</td>
<td>36%</td>
</tr>
<tr>
<td>Very few to none</td>
<td>9%</td>
</tr>
</tbody>
</table>

Q: Would you rate your overall technology experience as good or excellent? 77% A: Students say yes

Q: Would you rate the overall reliability of Wi-Fi access in classroom/instructional spaces as good or excellent? 73% A: Students say yes
The online knowledge base known as GROK is a live repository of instructional resources for LSU staff and students. The term GROK was initially coined by Robert A. Heinlein in his book 'Stranger in a Strange Land.' It was used by Heinlein as a fictitious Martian term, but has since evolved to mean "to understand intuitively or by empathy; to establish rapport with," according to the Oxford English Dictionary. GROK editors work hard to centralize information and update all of the articles annually, making current and comprehensive information available for users. The following data shows GROK data for CY2017.

**Cleaning up the data**

In 2017, GROK purged the article database of data that served no purpose to the LSU community. This included removing redundant information and ceasing support for outdated software or systems. The team now focuses their attention on the existing live, quality content that is more relevant to the users. Below is a visual of the amount of articles supported by GROK over time.
**Business Process Management**

Business Process Management (BPM) is a temporary department instituted as the first step toward the creation of a Business Process Management Competency Center. The department will establish best practices and workflows based on ITIL standards and Lean principles to frame the foundations of institutional technology reforms, distinguish between process issues and people and tech issues, and provide an end-to-end view of processes that flow across departmental boundaries.

This business process framework will yield a much needed support structure for the transition from the legacy mainframe system to a more modern network, a process in which critical or replacement components may not be compatible with currently installed and new software. The organization of BPM will provide a sustainable foundation for enhanced institutional flexibility and adaptability so that ITS can quickly anticipate and respond to changes in stakeholders’ needs; competitors’ actions, economic fluctuations, and development opportunities; and effectively assess and alleviate critical discrepancies.

In FY 2017, BPM engaged with the LSU Offices of Human Resources, Athletics, and the Bursar to participate in sessions that assessed the current state of business processes, seeking areas of improvement and enhancement, and propose a future state aimed to transform the methodology these departments use to serve LSU. These sessions are the beginning of campus-wide assessments directed towards supporting the overall enterprise system transformation.

### Human Resources

- **5** sessions held
- **8** tangible benefits and opportunities for improvement identified

### Athletics

- **7** sessions held
- **25** process catalysts and opportunities for improvement identified
- **12** tangible benefits identified

### Bursar

- **3** sessions held
- **8** opportunities for improvement identified
- **18** tangible benefits identified
The **Risk Management (RM) Office** oversees the University’s risk management and insurance programs. RM activities include identifying and analyzing risks, risk financing, transferring risk through contracts or insurance, implementing loss control programs, and managing losses. Through these efforts, the University is better able to protect the more than 38,000 students, staff, and campus visitors, as well as the numerous academic, research, and campus activities and events that occur every day, any place in the world, in association with the University.

**moving forward after declaring autonomy**

RM has built a strong foundation with the development of policies and procedures and the onboarding of staff to support the University’s autonomous risk management program, a status granted to LSU in 2015 through the “LA Grad Act 2.0.” RM has effectively exceeded cost savings expectations of autonomy and will continue to build on the University’s risk management accomplishments.

In 2018, the RM team will continue to expand services to University departments, develop metrics to support key components of the programs, develop new policies and guides to mitigate risk, and interface with other LSU campuses regarding risk management issues and best practices.

**notable achievements**

- Improved standard insurance requirements and indemnification language within University contracts to better protect the University by transferring risk to the responsible party and improve the ability to recover damages.

- Hosted 16 educational roundtables, engaging with more than 300 participants on RM topics such as academic freedom, return to work after an injury, and restoration and recovery services.

- Collaborated with Facility Services to develop a Quick Response Flood Control Kits program designed to eliminate or mitigate damage to LSU property in the event of future water-related incidents, of which there were 36 property water claims in 2017, exceeding $639,000.

- Selected Arthur J. Gallagher, a national leader in providing risk management and insurance services to universities and catastrophic exposed clients, as University’s broker and insurance consultant.

- Selected NorthStar Recovery Services to provide the University with disaster response, mitigation, and restoration services for a more timely response to incidents, a reduction in claim damages, and a faster return to normal operations.

- Completely transitioned the RM website to LSU’s new platform and digitized risk management forms for increased virtual access, resulting in 110% increase in page views and 2,100 web form submissions.

*Image: RM hosts an exercise with key stakeholder on preparing to respond to a large water loss event in the Chemistry & Materials Science Building.*
Map: In CY2017, 1,500 faculty, students, and staff who traveled internationally received travel accident insurance and assistance through RM.

**IMPACT OF AUTONOMY**

- 65% decline in new claims that resulted in lawsuits
- 51% decline in property insurance rates since FY2015
- $9,000,000,000 overall savings since risk autonomy declared
- $900,000 saved to LSU campuses in 2017 through RM-managed risk pool
- 88% better performance than comparable self-insurers countrywide in total cost of all losses for worker’s compensation
The Louisiana Board of Regents has a longstanding agreement with LSU to manage the Louisiana Optical Network Infrastructure, also known as LONI, which connects Louisiana universities and research institutions through a statewide fiber optics network. As of Fall 2017, LSU does not manage the Louisiana Library Network, LOUIS, the advanced computing network that combines knowledge resources of public and private college and university libraries across the state. It is now located at the state office building to be closer to their governing bodies, the Board of Regents and the LOUIS Management Board.

**LONI**

Over the past year, the LONI team has aligned their goals and processes with FY 2025 objectives and incorporated optimizations for procedures and efficiency unique to the needs of the system.

In early 2018, the LONI team continued to expand the LONI Network and HPC service portfolio by incorporating the community and shifting its business model away from itemized usage fees-for-services to a subscription-based fee structure, offering a flat annualized and predictable cost structure. The team enhanced its connectivity to its subscribers and the network as a whole in six metro markets across Louisiana through their Phase-1 fiber construction project. At the same time, the team has worked to strengthen and establish new transit and cloud peering services to their subscribers.

---

### in tandem with ITS

Aligned with ITS’s ITIL initiative and LSU Strategic Goals 2025 by implementing a change management process in conjunction with the Network Operation Center towards establishing good practices based on enterprise best practices.

Collaborated with UNI to transit from a legacy system for DNS, DHCP, and IPAM services to a modernized enterprise platform.

Jointly provided financial transparency to the Board of Regents on the operations of LONI to disclose the cost of delivering enterprise IT services.

### inside the LONI network

Added 7,740 strand miles of new fiber infrastructure across six metro markets in Louisiana, improving capacity to deliver on enterprise needs for IT solutions to our subscribers.

Improved incident intelligence through the upgrade of our performance and alarm management tools.

During our annual working group summit, the attendees elected new co-chairs to the Security Working Group and Network Technical Advisory Group and collectively created 12 sub-groups to focus subscriber community engagement for the subsequent 12 or more months.

Provided 336 professional development hours for team members to improve their technical knowledge in an ever-changing enterprise IT landscape.

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### Who is LONI?

The Louisiana Optical Network Infrastructure (LONI) is the unique, publicly funded, high-capacity, middle-mile, integrated fiber optic network and high-performance computing infrastructure serving higher education and other direct state agencies statewide.

<table>
<thead>
<tr>
<th>2</th>
<th>Adjoining optical architectures</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>Louisiana Data Centers</td>
</tr>
<tr>
<td>5</td>
<td>Internet/Internet2 Connections</td>
</tr>
<tr>
<td>5</td>
<td>Health Science, Medical, and Nursing Schools, and Biomedical Research Centers</td>
</tr>
<tr>
<td>9</td>
<td>Staff Members</td>
</tr>
<tr>
<td>51</td>
<td>Technical and Community College Campuses</td>
</tr>
<tr>
<td>4</td>
<td>Higher Education Systems</td>
</tr>
<tr>
<td>8</td>
<td>State &amp; Local Government Subscribers</td>
</tr>
<tr>
<td>15</td>
<td>University Campuses</td>
</tr>
</tbody>
</table>
In 2017, LONI’s computing system provided a platform for the state and federally-funded project of Dr. Zuo “George” Xue, Assistant Professor of the Department of Oceanography and Coastal Sciences. His project will develop a full atmospheric-hydrological model for the three coastal rivers in southwestern Louisiana and will provide a scientific basis for coastal sustainability. This study will provide insight as to how man-made and natural factors affect the waterways, the extent of the weakening influence of the Mississippi River, and how water and sediment from the rivers contribute to the sustainability of the coastal wetlands of the state.

LONI’s ability to deploy WRF-Hydro, an advanced 3D-modeling software, allows Dr. Xue’s experiments to condense to months what would take years on a single 16-core workstation. With the computing power of the Queen Bee 2, LONI’s supercomputer, the project team can perform a series of multi-physics simulations of terrestrial water cycle processes, creating visuals for surface runoff, channel flow, sub-surface flow, and land-atmosphere changes through a wide range of spatial and temporal imaging.

consultations

LONI provides the following consulting services:

Network architecture and project management to the University of New Orleans to implement their objectives in NSF Campus Cyberinfrastructure Award 1660214.

Network architecture, fiber construction, and project management to Grambling State University to implement a high-speed, direct-fiber connection to LONI services.

Network architecture, fiber construction, and project management to LSUS to implement a high-speed, direct-fiber connection to LONI services.
looking ahead to FY19

In the next 12 months, ITS will continue to further connect with and support the LSU community, upgrade and update critical infrastructure, operations, and processes, and promote transparency and accountability through actions.

building an inclusive it community

Last year, we fostered meaningful dialogue around IT within the LSU community will expand on these efforts. We will glean and respond to feedback, inform our transformative processes with the unique needs of the campuses, and tailor the shared services strategy to accommodate critical system components. ITS departments will effectively position themselves to serve the University in a greater capacity: the BPM will use ITS standards to individually assess and improve departments throughout the university, the PMO will become more visible and refine their intake process, and ES will equip faculty, students, and staff with trainings to increase public safety precautions. RM will also continue to improve risk management by working with university departments and devising ways to save the university money and mitigate risk.

rejuvenating vital network support

Routine improvements to software and hardware are inevitable, but ITS will implement large-scale changes in the future that will further improve the IT infrastructure and supported networks. Through projects such as Transforming and Architecting the Information Landscape (TAIL) and the Student Systems Modernization Program, complex systems will be upgraded and replaced including the implementation of Cherwell, the preferred ITSM application, and Workday, the cloud-based accounting, student administration, and human capital management software. These projects, implemented through the cross-collaboration of multiple ITS and LSU departments and colleges including ITSP and the Office of Research and Economic Development, will improve security compliances and create opportunities for research and deeper interaction throughout the LSU community.

Future critical infrastructure improvements through projects such as the hybrid cloud integration, which migrates locally stored data to a cloud-based storage system, and the HPC improvement project, which benefits the studies of both LONI and LSU scientists, will further empower research, instruction, operations, and accessibility for our physical and virtual community. The University Network Infrastructure (UNI) team will partner with the Business Office to upgrade 9,000 phone lines from analog to Voice over Internet Protocol (VOIP) and continue to produce more savings for ITS. The Data Center at the Frey building will see critical infrastructure developments and the addition of a generator.

promoting transparency and accountability

Fostering a department-wide sense of responsibility and fostering secure communication mechanisms are major necessities for the success of this transformation process. Although integrating ITIL and Lean structures will be beneficial to operations and business processes, internal review systems, surveys, and assessments uniquely tailored to ITS’ structure will foster a sense of awareness where the knowledge building process will inform the process maintenance. This system of checks and balances ensures the full value of ITS resources are used and routine standards incorporated, building a comprehensive guide for similar endeavors in the future.
AVP/CTO:

Andrea Ballinger, Associate Vice President for Administration & IT and CTO

Information Technology Services:

Service and Operations:

Heather Slagell, Executive Director
Susan Crotchet, Director, PMO/Talent Management
Sheri Thompson, Director, Service Desk
Carrie-Anne Slaton, Manager, Financial Management

Data Architecture:

Matthew Helm, Chief Data Officer
Mike Smith, Director, Production Support
Robin Ethridge, Director, Legacy Support and Business Intelligence
Frank O’Quinn, Assistant Director, Legacy Administration
Lisa Gillen, Assistant Director, Central Support
Buddy Ethridge, Director, Academic IT

Technical Architecture:

John Borne, Deputy CIO & Executive Director
Robert Gill, Assistant Director, Network Applications and Systems Architecture Group
Terry Doub, Director, Network Operations and Data Center
Sean Robbins, Director, Network Engineering
Serge Razafindrakoto, Director, Unified Applications
Sumit Jain, Director, Information Security and Policy
Ric Simmons, Executive Director, Research and Educational Technology Services
Lonnie Leger, Executive Director, LONI
Ed Nobles, Director, Risk Management and Insurance
Jake Palmer, Director, Emergency Services

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Fax: 225-578-6400

E-mail: itsinfo@lsu.edu
Web site: www.lsu.edu/it_services/