



## **ITS Annual Strategic Plan FY23 Strategic Plan**

# **ITS ANNUAL STRATEGIC PLAN**

## **FY23 Strategic Plan**

With respect to the ITS department mission and LSU 2020 Strategic Goals, ITS FY23 Strategic Goals have been developed for and intended to serve as a guide and resource for strategic and operational planning intending to support a concerted department vision and path forward.

Updated: September 2022



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### Legend

#### Prior Year Goals

FY19, FY20, and FY21 goal and objective verbiage will be maintained, and a status will be given on an annual basis. FY23 goals that are reflective of their predecessors include the new elements or new perspectives in strategy but will not include the language of the completed elements of FY19/20/21 goals regardless of FY19/20/21 status.

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#### Goal Statuses

Existing goals will have one of the following statuses:

**In Progress:** Goal is currently in progress without significant impediments. This can refer to an ongoing, annual, or long-term goal.

**Ongoing:** Sub-Goal is operationalized and conducted on some sort of regular basis with no end.

**On Hold:** Goal is currently on hold and progress cannot be made. This can be caused by financial, operational, or organizational impediments.

**Deprecated:** The plan for the goal ceases to exist in its initial form and has since been abandoned for a different, ideally more efficient course of action. The new goal will often immediately follow the goal that has been deprecated. If not, it will be accompanied by a reference to the new course of action or a note that describes the final state of the abandoned goal plan.

**Complete:** Goal and associated RACI tasks are complete.

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#### Operationalizing Goals

Once a goal has been operationalized, it is no longer a goal within its respective strategy and, the year after being given “In Progress” status, it would be addressed within 2.1. It will be considered “In Progress” and “Ongoing” and will be monitored and maintained<sup>1</sup> until and unless that specific service has been discontinued.

#### Archived Objectives and Goals

Items that exist within the Archive section exist in their entirety within the archive section of the document. They will also remain in the current strategy section in brief and retaining their original number value.

Completed objectives will be archived in this manner. Deprecated objectives will be removed from the document and exist only within the archive.

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<sup>1</sup> **IT Security and Policy** is an exception to this. Their operationalized efforts are embedded within goals specific to their areas.



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Completed and deprecated goals that have existed within the Annual Strategic Plan for more than one year will be archived and continue to exist within the Archive section.

### Using the Annual Strategic Plan and RACI Documents Together

The **Annual Strategic Plan** will be updated at the beginning of each fiscal year. It is intended to serve as a tangible, comprehensive strategic planning document that can be referenced by higher University leadership and ITS management, as well as ITS individual planning.

Objectives and goals may be labeled to signify the fiscal year in which they were approved by Leadership. New fiscal year goals that are reflective of or related to their prior year predecessors will be reworded to include the new elements or new perspectives in strategy, but typically will not include the details of the completed elements of prior year goals regardless of prior year status. Goals and objectives that are deprecated will remain on the current document for a year as a deprecated item before removal.

Once a goal has been operationalized, it is no longer a “goal” within its respective strategy and, the year after it has been completed, is moved to 2.1 where it will be considered “Ongoing” and will be monitored and maintained.

### Using the RACI Document<sup>2</sup>

The Responsible, Accountable, Consulted, and Informed (RACI) assignment document is updated on a semi-annual basis as a concerted effort among all ITS departments and is intended to assist ITS management in high level management and individual planning. It provides awareness of activities across ITS, a perspective into the real-time progression of large-scale initiatives, and creates a communication map for various projects within the unit.

Managers who provide RACI updates are asked to do the following:

- Ensure that their team is correctly represented in R, A, C, or I cells in both the Strategy and Sub-Goals sheets using the following legend. The team who is “Accountable” is responsible for updating the task.

BI = Business Intelligence  
CS = Central Support  
EA = Enterprise Architecture  
FM = Financial Management  
HPC = High Performance Computing  
ITSL = ITS Leadership  
ITSP = IT Security and Policy  
LONI = LONI  
LS = Legacy Support

PMO = Portfolio Management Office  
PS = Production Support  
RETS = Research/Educational Technology Services  
SA = Service Architecture  
SD = Service Desk  
SO = Service and Operations  
TM = Talent Management  
UNI = Network & Infrastructure  
UECM = Unified Endpoint Configuration Management

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<sup>2</sup> These guidelines can also be found in the RACI document.



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- Review Goals within Strategy Sheets and ensure that the Current Status is correct using “In Progress”, “Ongoing”, “Complete”, “On Hold”, or “Deprecated”.
- Review Sub-Goals and ensure that each is associated with the correct fiscal year.
- Review Sub-Goals and ensure that the Sub-Goal Status is correctly represented using the status options provided:

**In Progress:** Sub-Goal is currently in progress without significant impediments.

**Ongoing:** Sub-Goal is operationalized and conducted on some sort of regular basis with no end.

**On Hold:** Sub-Goal is currently on hold and progress cannot be made. This can be caused by financial, operational, or organizational impediments.

**Not Yet Started:** The Sub-Goal start date has not been reached and no progress has been made towards completion.

**Deprecated:** The current approach to the goal is significantly different from the initial plan.

**Complete:** Goal and associated RACI tasks are complete.

- Review Sub-Goal and ensure that the start date, proposed deadline, and (if applicable) date of completion are correct.
- Review Sub-Goal update (December and June) and ensure that a summary of progress up to that month has been provided (Ex: December’s update describes progress completed from July to December, etc.).
  - If no progress has been made or nothing has changed, the update should reflect such.



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### Objectives and Goals

#### Strategy 1: Institutionalize IT Governance and Good IT Practices

- 1.1. **FY19 Objective:** Assist the IT Governance Council in maturing governance by engaging subcommittees in the prioritization of IT changes.
  - 1.1.1. **FY19 Goal:** The team will assist ITGC in updating the charter by establishing and training subcommittees and fulfilling committee roster requirements. This will include defining and measuring roles and expectations for ITGC, working groups, and subcommittees and their sustained interoperability based on best practices and the needs of the institutional network. This ensures that each department efficiently shares and utilizes IT resources. **(In Progress)**
  - 1.1.2. **FY22 Goal:** Collaboration with ITGC Process Working Group to identify and implement efficiencies with governance intake and processing. **(In Progress)**
  - 1.1.3. **Archived**
  - 1.1.4. **Completed**
  - 1.1.5. **FY22 Goal:** All documentation to be shared throughout ITS staff on Box and backed up on EMC Isilon. **(On Hold)**
- 1.2. **FY19 Objective:** Continue to build on the practice of IT by institutionalizing business process management improvement into projects.
  - 1.2.1. **FY19 Goal:** The team will ingrain the business management and improvement processes within and beyond projects conducted by ITS. The team will develop and provide business process management cross-training sessions for all ITS employees, document and standardize all ITS processes, and create an accessible depository of ITS developed processes for reference. This training will improve staff knowledge and understanding of the process, which can provide a more streamlined experience for the clients. **(In Progress)**
  - 1.2.2. **FY19 Goal:** Create a list of business processes that need to be prioritized based on risk and return by stakeholder category (Faculty, staff, and students) and continue moving through ITS departments. **(In Progress)**
  - 1.2.3. **FY23 Goal:** All documentation to be shared throughout ITS staff on Box and backed up on EMC Isilon. **(In Progress)**
  - 1.2.4. **FY23 Goal:** Transparency to internal ITS employees; do not assume all employees know your business and acronyms. **(In Progress)**
  - 1.2.5. **FY23 Goal:** Transparency with other LSU departments and customers of ITS as it relates to the current tasks. **(In Progress)**
- 1.3. **FY23 Objective:** Expand capacity management program to all ITS activities.
  - 1.3.1. **Archived**
  - 1.3.2. **FY22 Goal:** Continue maturation of the resource allocation study by continuing the practice of estimating current trouble ticket work so that ITS may gain a clearer picture of time and hours planned versus time and hours spent. This effort will be spearheaded by leadership via directorate meetings using the ongoing and future projects led by ITS resources. **(In Progress)**
  - 1.3.3. **FY22 Goal:** Create and use visualizations to demonstrate resource allocations and capacity within ITS. Discuss the value gained by the limited resource tracking in directorate and all



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staff meetings. These findings will be published internally to all ITS and will be made available externally, where appropriate, to assist with strategic planning. **(In Progress)**

- 1.3.4. **FY23 Goal:** Evaluate current buckets and time intervals for continuous improvement. **(Not Yet Started)**
- 1.4. **FY23 Goal:** Continue development of project and program management skills with ITS units.
  - 1.4.1. **Archived**
  - 1.4.2. **Archived**
  - 1.4.3. **Archived**
  - 1.4.4. **FY22 Goal:** The PMO will offer hands-on training o project managers in other ITS departments to enhance ITS' overall understanding of, and familiarity with, effective project management practices including work planning skills, deliverables and issue tracking, expectation management, standard definitions, work intake processes, Business Process Management, and the use of project-tracking tools. The PMO will also provide in-depth shadowing/mentoring for project managers in other ITS departments to provide real-time feedback on live projects and will follow up on these sessions with quarterly user group meetings to discuss pain points and receive feedback to improve this process as it evolves and will leverage existing ITS departmental and inter-disciplinary meetings to educate and ensure accountability of ITS staff on PMO and project management standards and processes. **(In Progress)**
- 1.5. **FY19 Objective:** Mature ITS Portfolio Management Office (PMO) to offer customers a value-add service that supports and guides business process improvements using industry best practices.
  - 1.5.1. **FY19 Goal:** The PMO will improve institutional business management processes, develop business management practices, and promote strategies that align with unique institutional needs and the Campus Master Plan. The team will develop strategies to recruit and retain employees, staff the PMO, and create opportunities to promote internally. It will also ingrain its strategy and utility into ITS and the LSU community through a cross-campus campaign, marketing services to campus departments and continuing to improve business processes. This effort will provide an opportunity for clients to improve funding opportunities, maintain or increase value to the University using a standardized and expedient methodology, and promote transparency within their own communities and client bases. **(In Progress)**
- 1.6. **FY23 Objective:** Create and implement data policies with approval and support from the Data Governance working group/subcommittees.
  - 1.6.1. **Completed**
  - 1.6.2. **FY23 Goal:** LSU A&M data policies, including Data Management, have been drafted and submitted to the A&M IT Governance Council for review and approval. It is expected that IT Governance will grant approval for all LSU A&M campus policies. **(In Progress)**
  - 1.6.3. **FY23 Goal:** Policies will be sent to Academic Affairs for approval. **(In Progress)**
- 1.7. **FY19 Objective:** Create necessary structures to develop a comprehensive data strategy.
  - 1.7.1. **Completed**
  - 1.7.2. **FY23 Goal:** Create and LSU A&M-specific data governance model that will be led by a newly formed Data Governance Subcommittee. **(In Progress)**
- 1.8. **FY19 Objective:** Develop and implement a progressive IT financial management business model incorporating the use of a modern budgeting tool that promotes transparency, accountability,



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and enhanced decision-making. (**FY20 Objective:** Develop and implement an effective IT financial management business model.)

- 1.8.1. **FY19 Goal:** Together, ITS, the Business Office, and LSU Executive Leadership will develop new IT funding models to encompass operational and systemic improvements. Committees will form to architect models and inventory, review, assess, and propose a comprehensive improvement plan and accounting tool for budgeting, internal and external funding, and the relevancy of IT services to the greater University network. (**In Progress**)
- 1.8.2. **Archived**
- 1.8.3. **Completed**
- 1.8.4. **FY22 Goal:** Based on the recommendations from the IT Funding Model Subcommittee for Finance, formed in 2019, work to realize the recommendations for the Network Funding Model in FY21. (**In Progress**)
- 1.8.5. **Completed**
- 1.8.6. **FY23 Goal:** Design and implement an internal budget tracking tool that provides timely information for management decision making. (**In Progress**)
- 1.8.7. **FY23 Goal:** Evaluate ITS service offerings to determine a set of core services that are provided to the LSU community versus premium IT services that are provided for a fee. (**In Progress**)
- 1.8.8. **FY23 Goal:** ITS will assess funding sources and potential opportunities for funding such as state funds, self-generated funds, grants, and consortia to optimize resources in support of the department's mission. This will be accomplished by reviewing vendor contracts for opportunities to negotiate discounts and rebates, as well as seeking participation in consortia to achieve economies of scale pricing and rebate. (**In Progress**)
- 1.9. **FY19 Objective:** Formalize a shared-service strategy and create pilots with LSU institutions to develop shared service environments.
  - 1.9.1. **FY19 Goal:** ITS and the CIO Alliance will develop committees to create strategies and pilots on services to be collaboratively implemented and sustained by multiple campus personnel. The committees will map services, resources, and needs unique to all locations to identify current and future opportunities for shared solutions. The committees will develop a pilot program with multi-campus working groups to facilitate relationship building, solution development, and IT practice standardization. This effort will build relationships, support knowledge sharing, and compound the value of existing resources. (**In Progress**)
  - 1.9.2. **FY22 Goal:** All documentation to be shared throughout ITS staff on Box and back up on EMC Isilon. (**On Hold**)
  - 1.9.3. **FY23 Goal:** Transparency to internal ITS employees; do not assume all employees know your business and acronyms. (**In Progress**)
  - 1.9.4. **FY23 Goal:** Transparency with other LSU departments/customers of ITS as it relates to the current tasks. (**In Progress**)
- 1.10. **FY20 Objective:** Develop better methods of communicating the services and value of ITS to the University Community.
  - 1.10.1. **Archived**
  - 1.10.2. **Completed**
  - 1.10.3. **FY20 Goal:** Evaluate and revitalize the ITS website to be in keeping with industry best practices as well as peer university standards. Assess current information displayed for





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- correctness, ease of use, and user experience. Propose changes to ITS Leadership and applicable leadership along with an implementation plan. **(In Progress)**
- 1.10.4. **FY21 Goal:** Develop and operationalize the investigation, identification, and use of KPIs as an integral measurement component of ITS planning, development, and business process improvement systems. **(In Progress)**
  - 1.10.5. **FY23 Goal:** Develop and finalize KPI dashboards. **(In Progress)**
  - 1.11. **FY21 Objective:** Support the development of IT Governance processes based on recommendations accepted by the ITGC from the IT Governance audit findings.
    - 1.11.1. **FY21 Goal:** Prepare to support the initiatives stemming from the accepted recommendations from the ITGC audit. **(In Progress)**
    - 1.11.2. **FY23 Goal:** Transparency to internal ITS employees; do not assume all employees know your business and acronyms. **(In Progress)**
    - 1.11.3. **FY23 Goal:** Transparency with other LSU departments/customers of ITS as it relates to the current tasks. **(In Progress)**
  - 1.12. **FY22 Objective:** Architect emergency response and remote work strategies.
    - 1.12.1. **FY21 Goal:** Create a working group to identify the issues and risks arising from the remote work environment. Research and recommend solutions for identifying challenges associated with remote working, employee management, employee well-being, and overall digital transformation. **(Not Yet Started)**
    - 1.12.2. **FY22 Goal:** All documentation to be shared throughout ITS staff on Box and backed up on EMC Isilon. All documents should be reviewed on a regular basis. **(On Hold)**
    - 1.12.3. **FY22 Goal:** Identify different types of scenarios that will require an emergency action plan. This is an area where “one size” does not fit all and there are different personnel requirements for each scenario. **(In Progress)**
    - 1.12.4. **FY23 Goal:** Transparency to internal ITS employees; do not assume all employees know your business and acronyms. **(In Progress)**
    - 1.12.5. **FY23 Goal:** Create a committee to review action plans and scenarios on a regular basis. **(In Progress)**
    - 1.12.6. **FY22 Goal:** Working group will identify scenarios that require an emergency plan and recommend solutions.

### Strategy 2: Modernize IT Architecture

- 2.1. **FY20 Objective:** Ensure best practices in maintaining and supporting existing IT systems and infrastructure.
  - 2.1.1. **FY 19 Goal:** ITS teams and departments will continue to monitor availability and usage of IT systems via tools provided by relevant vendors, and when applicable, by internal tools such as LogicMonitor to effectively manage reliability of IT services as well as working with LSU stakeholders to reduce costs by identifying services that are no longer being used. Ensure that backups, software, and hardware updates occur and that operational redundancies are maintained. **(Ongoing)**
  - 2.1.2. **FY20 Goal:** ITS teams and departments will continue to maintain collaborative efforts with LSU stakeholders and relevant vendors to support mandatory change implementation through change management processes and upgrade release monitoring of IT system and



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infrastructure life cycles. Teams should effectively manage LSU IT services by reducing vulnerability and financial risks; maintaining IT systems stability and support; ensuring relevancy of training; and producing proper operations documentation. **(Ongoing)**

2.2. **FY20 Objective:** Establish an organizational framework to promote enterprise architectural standards.

2.2.1. **FY19 Goal:** Leadership will create, select, and train a team of existing ITS staff to develop enterprise architecture implementation for ITS by leveraging existing resources. Leadership will develop success factors to guide the team in identifying a pilot project and developing an enterprise architecture process based upon that pilot. The chosen framework will be responsive to the customer experience, evolving business strategy, and operational goals. Improving the framework will encourage growth and acquisition of staff knowledge, provide opportunities for cost and resource savings, minimize risk, and create opportunities to develop and set standards congruent with emerging technologies. **(On Hold)**

2.2.2. **FY20 Goal:** Teams will work internally and with University stakeholders to define frameworks that support and sustain individual and collective missions. Included in this is focusing on end user needs, leveraging existing resources, developing efficient and responsive standards, reducing redundancies and costs, improving organizational memory, supporting recruitment and retention, and increasing odds of receiving grants. **(On Hold)**

2.3. **FY19 Objective:** Define architectural principles and standards that can be extended to other LSU institutions through architectural domain committees. **(FY20 Objective:** Collaborate with other LSU institutions to promote consistent architectural principles and standards through architectural domain committees.)

2.3.1. **FY19 Goal:** The CIO will lead the effort to develop a multi-institutional technology architecture based on IT best practices that are amendable and duplicable. The CIOA will elect members to subject matter committees and develop standards for the committees to reference as they develop a strategy for multi-campus adoption of the enterprise architecture and document how each institution responds. The committees will present their findings to the CIOA for evaluation and approval. This collaborative effort will establish a unified standard and frame of reference for future multi-institutional enterprise architecture alterations or advancements, produce documentation of proven methods, and promote a streamlining of processes, resources, and responsibilities for business and operations strategies. **(On Hold)**

2.3.2. **FY20 Goal:** The CIOA will spearhead a collaborative effort to develop multi-institutional IT standards and create a shared agreement based on industry best practices that would support the distinct and collective needs of each institution and team. The CIOA will appoint subject matter committees to recommend process standards for adoption that, once approved, will support institution-wide implementation and defined metrics for assessment. This effort should include a consistent, sustainable, cost-effective, and stable shared resource framework for the larger LSU IT infrastructure and set a precedent for metrics that can be tracked and referenced for a more efficient future re-architecture and IT framework improvement. **(On Hold)**

2.4. **FY20 Objective:** Continue to assemble the next-generation data architecture and identify opportunities to decommission services currently housed on the mainframe, to replace outdated, unreliable, or costly applications, and to improve business processes.

2.4.1. **Archived**



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- 2.4.2. **FY21 Goal:** Collaborate with stakeholders to plan, map, and implement the decommissioning of the mainframe and related legacy technologies, the selection and installation of new platforms and tools, the migration of data into the sustainable, new architecture, and a customer-oriented information and outreach strategy.
- 2.4.3. **FY22 Goal:** Collaborate with stakeholders to identify critical mainframe applications and data housed on the mainframe to plan, map and implement either new modern solutions or alternative means of accessing the data to ultimately allow for the decommissioning of the mainframe.
- 2.4.4. Mitigate risk through identification of legacy mainframe applications including their dependent applications, processes, and processes' dependencies to formulate a plan to alternatively host them if required.
- 2.5. **FY21 Objective:** Working with stakeholders, identify and prioritize Workday business processes needing improvement and commit to improving the user experience.
  - 2.5.1. **Archived**
  - 2.5.2. **Archived**
  - 2.5.3. **FY21 Goal:** Central Support will initiate a multi-institutional strategy to improve pervasive Workday business processes. The team will engage all LSU shared services institutions and stakeholders in selecting the most prevalent processes in need of improvement and conduct current and future state mapping and evaluations in pursuit of increasing customer experience, cost and business process efficiency, and strength of relationships across institutions. **(In Progress)**
  - 2.5.4. **FY22 Goal:** Central Support will engage in business process and user experience optimization across Workday with a focused effort on opportunities in the Total Rewards and Financials product lines.
  - 2.5.5. **FY23 Goal:** Central Support will continue to engage Workday functional areas in the Financial, Human Capital Management (HCM), and Total Rewards product lines to enhance business process efficiencies and system user experiences. Central Support will continue the FY22 goal of focusing on implementing the remainder of the Workday Payroll Review & Recommend engagement findings in the Total Reward product line after a strategic pause in FY22. The group will also continue to focus on the Financials product line that began in FY22. In the functional area of Procurement, the group will be prepared to facilitate a Workday Review & Recommend engagement, which was deferred in FY22 for other strategic priorities in the functional area. Additionally in the Financials product line, focus will be placed on transitioning non-student receivables off the legacy Treasury Information System (TIS) and into Workday. In the HCM product line, focus will be placed on investigating the improvement of duplicate management via Workday's Unified Duplicate Management Framework functionality as well as enhancements to efficiencies and user experience in the Academics module. **(In Progress)**
- 2.6. **FY19 Objective:** Identify applications that are inefficiently architected and adopt standards-based approaches to bring the functionality into the next-generation data architecture.  
**(FY21 Objective:** Develop and continuously evolve effective and efficient enterprise-level standards and solutions for application and architecture strategies; increase the value of enterprise data, applications, and staff knowledge; and reduce costs associated with procurement, application migration, application ownership, and human resources.)
  - 2.6.1. **Archived**



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- 2.6.2. **FY22 Goal:** Collaborate with stakeholders to identify existing ITS services, applications, data processing, and data analysis technologies in need of continuous updates.
- 2.6.3. **FY23 Goal:** Collaborate with stakeholders to identify existing ITS services in need of continuous updates. For critical services, plan and implement new solutions or updates to the service that modernize the service for LSU users. For critical applications, plan, purchase, or develop, and deploy new applications or upgrades that update the existing application for LSU users. Ensure applications facilitate critical data processing and data analysis, mapping and implementing of modern mechanisms of accessing, visualizing, and reporting on LSU datasets. **(In Progress)**
- 2.7. **FY19 Objective:** Build a shared-service institutional business intelligence environment based upon data governance principles.
  - 2.7.1. **FY19 Goal:** A committee will work with the Data Governance Working Group to develop and implement a new business intelligence environment. The team will inventory data assets, develop a migration strategy for business intelligence data from business process analyses, and prioritize data for migration to a fully accessible environment. Vendors will be chosen after this strategy is approved, followed by implementation of the environment and training of users. This construction effort will establish a business data inventory, increase value of skills related to a business intelligence environment, align environment with strategic objectives, and provide an opportunity to observe effectiveness of data-driven decision-making. **(In Progress)**
  - 2.7.2. **FY20 Goal:** Direction based on principles developed by the Data Governance Working Group will guide teams in refining the security, quality, storage, access, training, and support strategies and processes for the business intelligence data, toolsets, and environment as well as defining institutional standards, processes for governance, and communications channels regarding the data. The teams will define priorities to input data into the business intelligence environment and the enterprise data repository; create and implement the business intelligence strategy; train the user community; strategically provide architects with an understanding of the effectiveness of data-driven decision making and strategic planning; and calculate the value of data for improved strategic planning. **(On Hold)**
- 2.8. **FY19 Objective:** Select an ITS supported business intelligence toolset to access assets housed in the enterprise data repository.
  - 2.8.1. **FY19 Goal:** A committee will research and select a business intelligence environment for use in the marketplace. The committee will first inventory data, accessibility, and processes, then assess the needs of the users and conduct current and future process mapping using current data from participating campuses, Transforming Solutions, Inc., analyses, and previous state mapping evaluations. During this selection process, the committee will establish standards to guide the development of efficient ways to improve and streamline data accessibility, collaboration, and analysis reporting; training and promotion of toolsets and processes; and the effective storage and management of data. The procured option will provide a measurable return on value as a sustainable and modern product that encourages collaboration and bolsters support for LSU researchers and the entire LSU community. **(Not Yet Started)**
  - 2.8.2. **FY20 Goal:** Predicated on the success of precursor requirements, EA teams will collaborate with LSU community stakeholders to complete current and future state mapping of business intelligence assets, needs, and processes to develop clear use requirements and inform a



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- business intelligence toolset proposal. This effort should include the development of a sustainable user community; a model for licensing, support, and training; and a centralized source of data for the analyses of business processes, student retention, space planning, and data availability and use. **(Not Yet Started)**
- 2.8.3. **FY22 Goal:** Develop and implement a cloud-based data warehouse solution, a BI toolset, and digital reporting mechanisms to foster a unified and proactive data analytic environment.
- 2.9. **FY21 Objective:** Collaborate with the PDC to develop a future state plan for data center resources for LSU that will provide the next generation of required infrastructure services, complements the Campus Master Plan, and mitigates risks posed by aging data center infrastructure (includes plan to move away from David Boyd Hall).
- 2.9.1. **Archived**
- 2.9.2. **FY22 Goal:** Teams will collaborate with PDC to develop and execute a plan to replace UPS1. Design and bid documents are complete; awaiting funding. **(On Hold)**
- 2.9.3. **FY23 Goal:** Consult with Venyu to develop a Total Cost of Ownership review of the Frey and David Boyd data centers. **(In Progress)**
- 2.9.4. **FY23 Goal:** Begin process to replace original chillers and air handlers for the Frey data center. **(On Hold)**
- 2.10. **FY20 Objective:** Revisit the implementation of the new IT Service Management environment to create an informative and transparent view into IT activities.
- 2.10.1. **Archived**
- 2.10.2. **FY20 Goal:** ITS teams will assess the efficacy and sustainability of Cherwell as the University ITSM solution, improve existing and future business and ITSM processes, and prepare ITS and internal and future ITSM users for participation. Teams will develop metrics using available and/or selected software, review the efficiency of Cherwell as an ITSM solution for the LSU and ITS communities in comparison to expectations, and develop a new ITS funding model based on the data that is obtained thereby documenting and defining internal ITS processes, developing a greater understanding of the needs of the LSU community, and increasing and improving human and knowledge capital. **(In Progress)**
- 2.10.3. **Completed**
- 2.10.4. **FY22 Goal:** Replace GROK Knowledge Base and unify ITS knowledge content with new solution. **(On Hold)**
- 2.10.5. **FY23 Goal:** Explore, and if viable, implement a coordinated, centralized configuration management database (CMDB) in TDX that aggregates information regarding the assets that support IT services and relationships between them: Software contracts (replace GROK), Servers, Applications, Services. **(In Progress)**
- 2.11. **FY20 Objective:** ITS teams will develop options or actions to reduce the risk of staying on the Mainframe. This does not include systems that get data from the Mainframe when its source could be easily changed.
- 2.11.1. **FY20 Goal:** Mainframe Mitigation – Teams will identify legacy systems that need to be decommissioned from the mainframe and define a plan of action to do so. The plan of action should identify applications, processes, and process dependencies residing on the Mainframe and applications that directly communicate with the Mainframe DB2 to retrieve data in order to identify and analyze alternative hosting options. **(In Progress)**



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- 2.11.2. **FY20 Goal:** Non-Mainframe Mitigation – Teams will identify, analyze, and document applications and systems that interface directly with the Mainframe and may need to be outsourced in the future to determine alternate solutions. Applications not on the mainframe but connect directly to it should be considered, including but not limited to Lotus Domino and content management. **(In Progress)**
- 2.12. **FY20 Objective:** ITS teams will reduce the cost of software and resources and decrease redundant systems through a combined purchasing effort, utilizing multi-institutional licenses, software and services in addition to reducing the cost of modifications for highly customized software and amplifying value through multi-use instances.
  - 2.12.1. **Deprecated**
  - 2.12.2. **FY22 Goal:** ITS teams will reduce the cost of software and resources and decrease redundant systems across LSU institutions through a combined purchasing effort, utilizing multi-institutional licenses, software, and services in addition to reducing the cost of modifications for highly customized software and amplifying value through multi-use instances. **(In Progress)**

### Strategy 3: Student Systems Modernization Program

- 3.1. **FY19 Objective:** Engage the community to more clearly define what success looks like from the standpoint of operational services and from a holistic student/community experience.
  - 3.1.1. **FY19 Goal:** The Student Systems Modernization team will collaborate with stakeholders from multiple institutions to define the student perspective of IT and operational services. The team will conduct current and future process mapping sessions through collaborations with and input from students, community stakeholders from multiple campuses, and industry best practices. With attention to cost, human resources, and the value of data received, the team will review, assess, and verify the student user IT and operational experience followed by relaying this information to transformation and implementation consultants and LSU IT teams. This initiative will improve the student experience by minimizing risk and considering cost; supporting the strategic goal of implementing data-driven strategies and providing the student body with superior service; and effectively leveraging LSU community engagement to better inform the modernization process, thereby providing a more comprehensive end user experience. **(In Progress)**
  - 3.1.2. **FY20 Goal:** The Student Systems Modernization team will guide the development of a communication plan to provide LSU with a strategic framework to develop and maintain effective communications necessary to provide impacted stakeholders with accurate and timely information regarding Student Systems Modernization. The development of the communication plan should validate and confirm previously captured processes from stakeholders and serve as a road map to obtain relevant information, deliver this information to LSU stakeholders, and ensure specific information is accurately conveyed with measurable results. **(In Progress)**
- 3.2. **FY19 Objective:** Prepare for future systems implementation by working with the LSU community to define foundational elements of a multi-institutional, unifying ERP and associated integrated systems.
  - 3.2.1. **FY19 Goal:** The Student Systems Modernization team will collaborate with system modernization teams and the LSU community to build optimal system environments to





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ensure that student experience, administrative, and information systems are aligned with best practices and modernization efforts. The team will conduct current and future state process mapping with attention to academic structure and academic calendar functionality, course catalog and academic requirements functionality, and course section functionality. LSU Online and emerging requirements will be assessed for fitness within the student information system. Guided by Governance and ITS Leadership, the team will work with modernization teams to map and execute approaches to deliverables, factoring in cost, service excellence, and risk management. This effort will capture and document data and processes for future reference and implementation, support the strategic goal of implementing data-driven solutions, and create a realistic deliverable for users of student information systems. **(In Progress)**

### 3.2.2. **Completed**

3.2.3. **FY20 Goal:** A team will assist any policy working group convened to review and discuss tasks critical to the student lifecycle, such as academic policies and academic structures, which could change to better align with best practices at a large Research 1 Land Grant institution. Such efforts might include reviewing research done during discovery in the Multi-Institution assessment phase; validating processes and/or policies to determine if changes are needed to increase efficiencies and/or align with best practices; and creating a timeline to include possible implementation. **(In Progress)**

### 3.2.4. **Completed**

3.3. **FY19 Objective:** Re-design student related business processes for improved efficiency and effectiveness.

3.3.1. **FY19 Goal:** The Student System Modernization team will assist the modernization teams in the redesign of accounts receivable, student financial, HCM/FIN overlap, and the overall student lifecycle functionality. The team will conduct and implement current and future state process maps of existing and future student processes for all campuses; maintain communication with Governance, ITS Leadership, and stakeholder project meetings; and consult with all members of the LSU community to support data-driven strategies to aid the modernization effort. This undertaking will provide an inclusive and comprehensive view of the student lifecycle for modernization efforts, ensuring service excellence, support of strategic goals and customer satisfaction, and effective communication among Governance, the LSU community, and the modernization teams. **(In Progress)**

3.3.2. **FY20 Goal:** The team will develop and document conversations regarding student financials and multi-institutional requirements in preparation for the advancement of Student Systems Modernization efforts; identify 3<sup>rd</sup> party consultants to assist in developing future business process state and/or preparing/assessing resources to ensure internal capacity and skillset; and identify Workday partners in the spirit of conducting research for presentation to stakeholders and University leadership. **(In Progress)**

3.4. **Objective:** Collaborate with stakeholders to support the activities of the SIS ERP implementation process. Efforts will focus on leveraging the University's culture, assets, and strengths to implement a Student Information System with a holistic lens.

### 3.4.1. **Completed**

3.4.2. **FY22 Goal:** The Student Systems Modernization team will work with the LSU Community to clearly define the goals for the project by outlining a formalized project plan to include project discovery. Project planning will reiterate a solid project plan, time/resource



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commitment, well-designed business processes while considering data migration and integrations and aligns cross-functional touchpoints. **(In Progress)**

3.4.3. **FY22 Goal:** The Student Systems Modernization team will collaborate with University leadership and stakeholders from multiple institutions to define organizational change management strategies. **(In Progress)**

3.4.4. **FY22 Goal:** The Student Systems Modernization team will collaborate with project stakeholders to execute design and configuration activities. **(Not Yet Started)**

### Strategy 4: Enable Research Expansion and Innovation

#### 4.1. **Archived**

##### 4.1.1. **Archived**

##### 4.1.2. **Archived**

#### 4.2. **Archived**

##### 4.2.1. **Archived**

##### 4.2.2. **Archived**

#### 4.3. **Archived**

##### 4.3.1. **Archived**

##### 4.3.2. **Archived**

#### 4.4. **Archived**

##### 4.4.1. **Archived**

##### 4.4.2. **Archived**

#### 4.5. **Archived**

##### 4.5.1. **Archived**

##### 4.5.2. **Archived**

4.6. **FY21 Objective:** Collaborate with stakeholders to develop a comprehensive research cyberinfrastructure plan, roadmap, and request for funding that will include research computing, research data management (RDM), storage, applications, compliance, collaboration, and technical services.

4.6.1. **FY21 Goal:** Collaborate with the Research Technology Subcommittee (RTS), the Faculty Technology Center (FTC) and ITS (including RETS, NASA, ITSP, and the Service Desk) to identify and price the elements that will be needed to accomplish this goal. The effort may include a proposed architectural matrix for the services **(In Progress)**

4.7. **FY21 Objective:** Develop a modern and sustainable research funding model for computational research at LSU.

4.7.1. **FY21 Goal:** Propose a sustainable funding model for compute and storage infrastructure that allows for periodic cluster replacement to ensure LSU researchers have access to reliable compute and storage infrastructure. **(In Progress)**

4.7.2. **FY21 Goal:** Streamline data and metrics (operational, grants, publications etc.) capture process. **(In Progress)**

4.7.3. **FY21 Goal:** Plan and develop the environment necessary for modern and sustainable research data management. **(In Progress)**

4.8. **FY21 Objective:** Improve the usability and functionality of the HPC environment to enable higher research productivity.





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- 4.8.1. **FY21 Goal:** Research and deploy appropriate applications to improve the ease of use and enable researchers from underrepresented disciplines. **(In Progress)**
- 4.8.2. **FY21 Goal:** Explore new paradigms and emerging technologies of computing to support research innovations. **(In Progress)**
- 4.9. **FY21 Objective:** Create an informational hub for research computing and data resources and services available to researchers.
- 4.9.1. **FY21 Goal:** Develop and standardize a communication plan to ensure researchers are aware of research computing resources and strengthen connections between all stakeholders. **(In Progress)**
- 4.9.2. **FY21 Goal:** Collaborate with the Office of Research, colleges, and departments to develop a communication plan to ensure researchers and faculty are aware of research computing resources via training, faculty meetings, and on-boarding processes. **(In Progress)**

### Strategy 5: Institutionalize Security Programs

- 5.1. **Archived**
  - 5.1.1. **Archived**
- 5.2. **FY20 Objective:** Produce information security risk issues and mitigation strategies for the University.
  - 5.2.1. **FY20 Goal:** The team will develop and maintain a risk register and provide a bi-annual report which documents the status of University's information security risk program and communicate mitigation strategies to stakeholders. This process should include establishing standards for the assessment of information security risk program; developing and strengthening relationships with external and internal stakeholders in the management of risks; and producing measurable metrics for resources and processes. **(Ongoing)**
- 5.3. **FY20 Objective:** Create a resource guide with Information Security Risk processes, procedures, guidelines, and reports.
  - 5.3.1. **FY20 Goal:** The team will engage with LSUAM stakeholders to develop, establish, communicate, and implement policies and guidelines to govern information security risk assessment and management. The team will work with stakeholders to appropriate resources to map business processes and make recommendations and conduct training aligned with approved policies. This effort will make the value of information security risk management as a critical element of the business decision making process and increase the opportunity to effectively mitigate risk. **(Ongoing)**
- 5.4. **Archived**
  - 5.4.1. **Archived**
- 5.5. **FY21 Objective:** Develop or update Information Security policies to align with a revised LSU PM-36 and to mitigate risks identified for LSU A&M.
  - 5.5.1. **FY21 Goal:** ITS will engage stakeholders (internal and external) to define and update LSU A&M IT and Information Security Policies, as well as system and application hardening standards. The team will also engage University's defined processes to have the policies reviewed, approved, and published. **(Ongoing)**
  - 5.5.2. **FY23 Goal:** Draft or update A&M policies to align with a revised PM-36. **(Ongoing)**



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- 5.5.3. **FY23 Goal:** Engage functional stakeholders (risk management, asset management, procurement, accounting services, HR, Departmental IT Subcommittee, etc.) for input and feedback. **(Ongoing)**
- 5.5.4. **FY23 Goal:** Engage IT Governance and Academic Affairs to begin University's process for policy review and approval. **(Ongoing)**
- 5.5.5. **FY23 Goal:** Publish policies when applicable. **(Ongoing)**
- 5.5.6. **FY23 Goal:** Develop system and application hardening standards. **(Ongoing)**
- 5.5.7. **FY23 Goal:** Publish hardening guidelines for University's units and departments to utilize. **(Ongoing)**
- 5.5.8. **FY23 Goal:** Develop mechanisms to support automation of system hardening guidelines. **(Ongoing)**
- 5.6. **FY21 Objective:** Enhance risk identification for the purposes of Information Security Risk Management
  - 5.6.1. **FY21 Goal:** ITSP will develop processes and procedures for conducting security reviews of departments/units on campus and engage campus stakeholders to conduct internal reviews to provide status of security posture for the department's/unit's leadership as well as leadership at ITS and the University as a whole. **(In Progress)**
  - 5.6.2. **FY23 Goal:** Enhance processes and procedures for security reviews/audits. **(In Progress)**
  - 5.6.3. **FY23 Goal:** Engage stakeholders across campus to initiate security reviews/audits. **(In Progress)**
  - 5.6.4. **FY23 Goal:** Develop review reports for the consumption of department's/unit's leadership as well as ITS leadership. **(In Progress)**
- 5.7. **FY21 Objective:** Enhance security awareness program to institutionalize security awareness and training
  - 5.7.1. **FY21 Goal:** ITSP will develop a security awareness program to address security threats and compliance requirements. ITSP will also develop cybersecurity awareness month campaign, and a security awareness course specifically for students. ITSP will also engage stakeholders to establish an annual requirement for security awareness training. **(In Progress)**
  - 5.7.2. **FY23 Goal:** Enhance the security awareness program to address security threats and compliance requirements. **(In Progress)**
  - 5.7.3. **FY23 Goal:** Develop a community-facing resource and publication schedule for regularly sharing security awareness materials and security alerts for stakeholders. **(In Progress)**
  - 5.7.4. **FY23 Goal:** Develop a course for the student population. **(In Progress)**
- 5.8. **FY21 Objective:** Enhance business continuity and disaster recovery plans for centrally managed systems/applications
  - 5.8.1. **FY21 Goal:** ITS will develop and/or update disaster recovery and business continuity plans for centrally managed systems and applications with input and feedback from stakeholders. ITS will also develop schedule for disaster recovery and business continuity plan testing, and conduct testing as scheduled. **(In Progress)**
- 5.9. **FY22 Objective:** Enhance authentication services offered to improve the security of LSU applications.
  - 5.9.1. **FY22 Goal:** ITSP will assess the current state of existing SSO solutions and develop tools in support of stakeholder migration to more effective and appropriate solutions.



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5.9.2. **FY22 Goal:** ITSP will develop future state plans for current and new SSO requests as they relate to business criteria defined by the ITSP.

### Archive

#### Strategy 1: Institutionalize IT Governance and Good IT Practices

1.1.3. **FY20 Goal:** Support the forming of a Student Systems sub-committee with the goal of guiding and prioritizing work within the student systems. **(Deprecated)**

1.1.3. **FY20 Goal:** Formation of Student Systems sub-committee to guide and prioritize work within student systems. **(Deprecated and Completed and Archived)**

1.3.1. **FY19 Goal:** Conduct unit tests in preparation for future ITS-wide capacity management solutions. **(Completed and Archived)**

1.1.4. **FY22 Goal:** Provide dashboard visualizations of the project portfolio to both IT Governance Council and the Executive IT Governance Council. **(Completed)**

1.2.3. **FY19 Goal:** Work with the Faculty Senate Executive Committee to re-vamp mission and operational structure (committees) for the Faculty Advisory Committee. **(Completed)**

1.2.3. **FY19 Goal:** Faculty Advisory Committee mission and operations refresh. **(Completed and Archived)**

1.3. **FY19 Objective:** Create a pilot for capacity management within the Enterprise Architecture unit. **(Completed)**

1.3.1. **FY19 Goal:** The Enterprise Architecture team will conduct unit tests to identify an ITS-wide solution for capacity management. Using the ITIL framework as a reference, Enterprise Architecture will test different buckets of data and time intervals. ITS Directorate will receive regular updates during the testing phase. This will serve to prepare ITS teams for future implementation of capacity management measures. **(Completed)**

1.4. **FY19 Objective:** Continue development of project and program management skills with ITS units. **(Completed)**

1.4.1. **FY19 Goal:** The PMO will leverage existing ITS departmental and inter-disciplinary meetings in order to educate and ensure accountability of ITS staff on PMO processes, most specifically standard definitions, the intake process, Business Process Management, and the project-tracking tool. This will further ingrain PMO processes into ITS and increase the efficacy and utility of the PMO and ITS. **(Completed)**

1.4.1. **FY19 Goal:** Coordinate opportunities to educate staff on PMO processes. **(Completed and Archived)**

1.4.2. **FY20 Goal:** The PMO will offer hands-on training on Project Management best practices and skills including work planning skills, deliverables, and issue tracking, as well as expectations of project managers for other ITS departments. **(Completed)**



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1.4.2. **FY20 Goal:** Project Management best practices and skills training developed and now offered to staff. **(Completed and Archived)**

1.4.3. **FY21 Goal:** The PMO will provide in-depth shadowing/mentoring for project managers in other ITS departments to receive real-time feedback on live projects. The PMO will follow up on these sessions with quarterly user group meetings to discuss pain points and receive feedback to improve this process as it evolves. **(Completed)**

1.4.3. **FY21 Goal:** Implementation of in-depth shadowing/mentoring process for project managers in other ITS departments to receive real-time feedback on live projects. **(Completed and Archived)**

1.6. **FY19 Objective:** Create and implement data policies with approval and support from the Data Governance working group/subcommittees. **(Deprecated)**

1.6.1. **FY19 Goal:** ITS, ITGC subcommittees, and working groups will increase their knowledge of data, its use, and data management best practices to create an institutional data policy implementation plan proposal. The proposal will be sent to the Executive Leadership of the University for approval. This will increase the knowledge of the working groups and subcommittees on data policy and increase the value and utility of data for the University community. **(Completed)**

1.7.1. **FY19 Goal:** Data Architecture, faculty, and staff representatives will explore opportunities for a data environment to support an institutional need to make data-driven decisions. This will facilitate a multi-institutional data storage environment that is user friendly, responsive to future improvements, secure, sustainable, and supports the University's strategic need for live and pertinent data to assist in decision-making. **(Completed)**

1.8.2. **FY20 Goal:** Teams will support the funding model process through the selection of a new IT Service Management (ITSM) system for telecom billing management that will streamline and improve current processes, provide solutions for existing and possible gaps, and increase transparency. **(Completed)**

1.8.2. **FY21 Goal:** Based on the recommendations from the IT Funding Model Subcommittee for Finance formed in FY19, work to realize the recommendations for the Network Funding Model in FY21. **(Completed)**

1.8.2. **FY20 Goal:** Support of the selection of a new funding model process in alignment with the new ITSM. **(Completed and Archived)**

1.8.3. **FY20 Goal:** Teams will support the funding model process through the selection of a new IT Service Management (ITSM) system for telecom billing management that will streamline and improve current processes, provide solutions for existing and possible gaps, and increase transparency. **(Completed)**

1.8.5. **FY23 Goal:** Implement changes to the ITS Networking & Infrastructure billing model to stabilize and secure funding sources for the provision of phone, voicemail, and network services. **(Completed)**

1.10.1. **FY20 Goal:** Undertake the effort to review and refine the full ITS Service Catalog to bring it up to date with all services. Defined Service Level Agreements and value statements will be included with each service offering. **(Completed)**



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1.10.1. **FY20 Goal:** Undertake the effort to review and refine the full ITS Service Catalog to bring it up to date with all services. Defined Service Level Agreements and value statements will be included with each service offering. **(Completed and Archived)**

1.10.2. **FY20 Goal:** Develop a committee responsible for outward communication and marketing of the full ITS Service Catalog. **(Completed)**

1.12. **FY21 Objective:** Architect COVID response and remote work strategies **(Deprecated)**

### Strategy 2: Modernize IT Architecture

2.4. **FY19 Objective:** Continue to assemble the next-generation data architecture and identify opportunities to decommission services currently housed on the mainframe. **(Deprecated)**

2.4.1. **FY19 Objective:** Create and implement data policies with approval and support from the Data Governance working group/subcommittees. **(Deprecated)**

2.4.1. **FY19 Objective:** Adopt an enterprise architecture framework for use within ITS. **(Deprecated)**

2.4.1. **FY19 Goal:** Leadership will continue to guide the TAIL team in planning and implementing mainframe decommissioning, selecting and installing a new platform and tools, migrating data to new architecture, and developing a client outreach strategy. **(Archived and Deprecated)**

2.5.1. **(FY19 Goal:** The Human Capital Management and Financial committees will coordinate a multi-institutional effort to select and improve the five most pervasive Workday business processes. It will encompass current and future state mapping and evaluations. **(Completed and Archived)**

2.5.2. **FY20 Goal:** Central Support will initiate a multi-institutional effort to select and improve the five most prevalent Workday business processes. It will encompass current and future state mapping and evaluations **(Deprecated)**

2.5.2. **FY20 Goal:** Central Support will initiate a multi-institutional effort to select and improve the five most prevalent Workday business processes. **(Completed and Deprecated and Archived)**

2.6.1. **FY19 Goal:** The Enterprise Architecture Working Group will guide improvement mapping for current and future state processes for inefficient enterprise applications. **(Deprecated)**

2.6.1. **FY19 Goal:** The Enterprise Architecture Working Group will guide improvement mapping for current and future state processes for inefficient enterprise applications. **(Completed and Deprecated and Archived)**

2.9.1. **FY19 Goal:** Develop committee to design future state plan for LSU data center infrastructure. **(Completed and Archived)**

2.10. **FY19 Objective:** Utilize a new IT Service Management environment to create an informative and transparent view into IT activities. **(Deprecated)**

2.10.1. **FY19 Goal:** The team will cement the integration of Cherwell by decommissioning and archiving ServiceNow and Footprints, establishing data marts, and evaluating the processes to prepare for future similar processes. After Cherwell goes live, the team will complete a current and future state mapping plan: identifying performance metrics based on users, developing plans for component integration, and



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troubleshooting potential issues. First ServiceNow and then Footprints will undergo end of life procedures. Subsequently, the team will establish data marts, archive the applications to the data lake, and begin to plan for inclusion procedures. This process will further support users by a glimpse into how technology affects education, provide a window into IT processes, and improve overall value and utility to University experience. It will also present an organized opportunity to document and define internal ITS processes, develop a greater understanding of the LSU community, and increase and improve human and knowledge capital. **(Deprecated)**

2.10.1. **FY19 Goal:** Cherwell implementation and related activities. **(Completed and Deprecated and Archived)**

2.10.3. **FY21 Goal:** Implement TeamDynamix as the new ITSM solution. Teams will develop metrics using available and/or selected software and develop a greater understanding of the needs of the LSU community and increasing and improving human and knowledge capital (using an IT knowledge base). **(Completed)**

2.12.1. **FY20 Goal:** The Student Projects Group will identify shared service solutions across LSU institutions to include but not limited to software solutions, process templates, and leveraging cost effective partnerships with entities and vendors experienced in Higher Education opportunities for students through volume driven contracted multi-institutional pricing. **(Deprecated)**

### Strategy 3: Student Systems Modernization Program

3.2.2. **FY20 Goal:** An operational working group will convene to review and discuss requirements for the next generation student system as well as modernization tasks that will affect the student lifecycle, such as academic foundation, academic calendars, course offerings, and programs of study, etc. This effort should also validate any blockers and gaps and their current statuses with Workday that were found during discovery in the Multi-Institution assessment phase. The group will assess the implementation timeline for blockers, gaps, and alternative solutions. **(Completed)**

3.2.4. **FY21 Goal:** Support the RFP team in providing next steps recommendations. These recommendations include the assessment of other SIS ERP vendor systems by developing a list of critical questions/requirements to be assessed; assessment against our existing list of critical requirements and identifying possible gaps in the software current state functionality; continuing to monitor all SIS ERP products in the marketplace. **(Completed)**

3.4.1. **FY22 Goal:** Collaboration with the LSU Community Stakeholders to compile an experienced and empowered project team to support the implementation. **(Completed)**

### Strategy 4: Enable Research Expansion and Innovation

4.1. **FY19 Objective:** Develop an architectural plan for an 800-171 compliant infrastructure. **(Deprecated)** **FY20 Objective:** Develop an architectural plan for a NIST 800-171 compliant infrastructure. **(Deprecated)**



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4.1. **FY19 Objective:** Develop an architectural plan for an 800-171 compliant infrastructure, **Deprecated**.

**FY20 Objective:** Develop an architectural plan for a NIST 800-171 compliant infrastructure. **(Archived and Deprecated)**

4.1.1. **FY19 Goal:** Develop a strategy and pilot project for a sustainable NIST 800-171 research environment. **(Archived and Deprecated)**

4.1.2. **FY19 Goal:** Collaborate with the Office of Research and Economic Development, stakeholders, and Governance to develop a strategy and pilot project for a sustainable NIST 800-171 research environment. **(Deprecated)**

4.1.2. **FY20 Goal:** Collaborate with the Office of Research and Economic Development, faculty, stakeholders, and Governance to develop a strategy and pilot project for a sustainable NIST 800-171 research environment. **(Deprecated)**

4.2. **FY19 Objective:** Develop an architectural matrix for research storage and a plan for communicating it to the faculty and TSP community. **(Deprecated)**

4.2. **FY19 Objective:** Develop an architectural matrix for research storage and communication plan. **(Archived and Deprecated)**

4.2.1. **FY19 Goal:** Collaborate with the ITGC Research Technology sub-committee, the Faculty Senate Executive Committee, the Faculty Technology Center, and the Technical Support Professional community to develop, implement, and promote a streamlined research data storage and access strategy with accompanying outreach and training plan for TSPs and faculty. **(Deprecated)**

4.2.1. **FY19 Goal:** Develop, implement, and promote a streamlined research data storage and access strategy with accompanying outreach and training plan for TSPs and faculty. **(Archived and Deprecated)**

4.2.2. **FY20 Goal:** Collaborate with the ITGC Research Technology sub-committee, the TSP community, and the Faculty Senate Executive Committee to develop, implement, and promote a streamlined and sustainable research data storage and access, training, and outreach strategy. **(Deprecated)**

4.2.2. **FY20 Goal:** Develop a strategy and pilot project for a sustainable NIST 800-171 research environment. **(Archived and Deprecated)**

4.2.2. **FY20 Goal:** Develop, implement, and promote a streamlined and sustainable research data storage and access, training, and outreach strategy. **(Archived and Deprecated)**

4.3. **FY19 Objective:** Advocate for the development of a strategic business and organizational plan for LONI. **(Deprecated)** **FY20 Objective:** Develop a strategic business and organizational plan for LONI. **(Deprecated)**

4.3. **FY19 Objective:** Advocate for the development of a strategic business and organizational plan for LONI. **(Archived and Deprecated)** **FY20 Objective:** Develop a strategic business and organizational plan for LONI. **(Archived and Deprecated)**

4.3.1. **FY19 Goal:** ITS Leadership will appoint a team to work with LONI and assist in the development of a new business organization strategy for LONI. The team will engage with LONI to assess services, value to the community, cost savings, and future offerings to the existing and potential LONI community. These assessments will factor into a Statement of Work that will be presented first to the LONI Executive Committee and the LONI Management Council (MC) for a resolution, and then to the Board of Regents. This effort will mitigate financial risk, increase value, and make LONI more marketable to existing and potential subscribers, partners, and clients. **(Deprecated)**





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4.3.1. **FY19 Goal:** Develop a new business organization strategy and Statement of Work for LONI. **(Archived and Deprecated)**

4.3.2. **FY20 Goal:** ITS Leadership will appoint a team to work with LONI and develop a new business organization strategy for LONI. The team will engage with LONI to assess services; develop metrics to measure departmental progress, value to the community, cost savings, and future offerings to the existing and potential LONI and LSU community; and factor the findings into a strategic business and organizational plan that will be ultimately presented to the Commissioner of Higher Education. This strategy should aim to mitigate financial risk, improve business processes, and provide researchers with more tools for grant writing. **(Deprecated)**

4.3.2. **FY20 Goal:** Develop a new business and organization strategy for LONI. **(Archived and Deprecated)**

4.4. **FY20 Objective:** Develop a service strategy targeted to the research community and an organizational plan to deliver on it. **(Deprecated)**

4.4. **FY20 Objective:** Develop a service strategy targeted to the research community and an organizational plan to deliver on it. **(Archived and Deprecated)**

4.4.1. **FY19 Goal:** The ITGC will appoint the Research Technology sub-committee to assess and propose a strategy to improve unified research services and data storage using current and future state mapping. **(Deprecated)**

4.4.1. **FY19 Goal:** Propose a strategy to improve unified research services and data storage using current and future state mapping. **(Archived and Deprecated)**

4.4.2. **FY20 Goal:** The ITGC Research Technology sub-committee will develop a strategy to improve the unified research services architectural matrix using current and future state mapping methods. **(Deprecated)**

4.4.2. **FY20 Goal:** Develop a strategy to improve the unified research services architectural matrix using current and future state mapping methods. **(Archived and Deprecated)**

4.5. **FY19 Objective:** Develop and staff the Faculty Technology Center 2.0. **(Completed and Archived)**

4.5.1. **FY19 Goal:** The FTC will collaborate with faculty to develop and expand services and resources. The team will develop a business plan that will utilize direct input from a faculty focus group and aim to provide new, targeted training, certification, and development opportunities for staff. This effort will broaden and improve the services and resources offered to faculty from one central department, maximize the value of FTC staff skill and knowledge, and promote efficiency through process improvements and cost savings. **(Completed)**

4.5.1. **FY19 Goal:** Expand FTC services. **(Completed and Archived)**

4.5.2. **FY19 Goal:** Work with the Faculty Senate Executive Committee to identify the critical Service Desk services for faculty that need to be tailored and marketed to all Faculty. **(Completed)**

4.5.2. **FY19 Goal:** Improve Service Desk services for faculty. **(Completed and Archived)**

### Strategy 5: Institutionalize Security Programs

5.1. **FY19 Objective** – Continued development of information security plan. **(Completed and Archived)**

5.1.1. **FY19 Goal** – Develop strategic plan for information security technology framework for the University enterprise network. **(Completed and Archived)**





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5.4. **FY20 Objective:** Continue to build the technology framework supporting the information security program and the personnel necessary to leverage that technology. **(Completed and Archived)**

5.4.1. **FY19 Goal:** The team will continue to develop a strategic plan to establish an information security technology framework and staff development opportunities, comprehensively supporting the advancement of the University's information security program. The team will evaluate the information technology framework, assess security tools and applications for the future state of the framework, participate in business process mapping efforts to identify gaps and areas of concern which directly impact the security of the University, and produce recommendations for toolset and framework optimization and implementation prioritization. These evaluations will include identifying and resolving gaps in compliance, staff skill sets, and utilization of resources. The team will work with the Portfolio Management Office for resource management, including procurement of tools and staff augmentation. This effort will ensure the security and compliance of University data and technology assets, support efforts of mitigating risk and cost associated with security incidents and incident response and increase the value that the Information Security team provides the University enterprise network. **(Completed)**

5.4.1. **FY21 Goal:** Develop roadmap to determine products, services, and training needed to enhance information security technology. **(Completed and Archived)**

5.4.1. **FY21 Goal:** ITSP will evaluate existing information security technology framework and identify gaps that are to be addressed. A roadmap will be developed to determine which products and services are to be procured and implemented. ITSP will also conduct an internal skill assessment of personnel and determine training requirements to enhance overall skillset of the team. **(Completed)**



## Glossary of Relevant Terms and Acronyms

### CIO Alliance

**Type:**

**ITS Contact:**

**Purpose:** The alliance of Chief Information Officers representing each LSU campus who meet and convene 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.

**Meeting Frequency:** Monthly

**Website:**

**Chair:**

### Data Governance Working Group

**Type:** Working Group

**ITS Contact:**

**Purpose:** Supports the IT Governance Council by increasing collaboration and access within the University data networks. 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.

**Meeting Frequency:**

**Website:** [https://www.lsu.edu/it\\_services/governance/data-governance\\_charter.php](https://www.lsu.edu/it_services/governance/data-governance_charter.php)

**Chair:**

### DGWG Sub-committees

**Type:** Sub-committees

**Purpose:** Appointed by the Data Governance Working Group to collaborate, develop, and enhance efforts to increase access within data networks across LSU institutions.

**Sub-committees:**

### EA Working Group

**Type:**

**ITS Contact:**

**Purpose:**

**Meeting Frequency:**

**Website:**

**Chair:**

### Data Architecture Group

**Type:** System of ITS teams

**ITS Contact:**

**Purpose:** Support a culture where enterprise data is used as an institutional asset.



## ITS Annual Strategic Plan FY23 Strategic Plan

**Meeting Frequency:**

**Website:** [https://www.lsu.edu/it\\_services/data\\_arch/index.php](https://www.lsu.edu/it_services/data_arch/index.php)

**Director:** Robin Ethridge

### Faculty Advisory Committee

**Type:**

**ITS Contact:**

**Purpose:**

**Meeting Frequency:**

**Website:**

**Chair:**

### Faculty Senate Executive Committee

**Type:** Committee

**ITS Contact:**

**Purpose:** implements policy as directed by the Senate. In addition, it represents the Senate in dealing with the University officials and others, assists the President in the execution of official duties, prepares agenda for Senate meetings and appoints nonelected members of Senate committees.

**Meeting Frequency:**

**Website:** <https://www.lsu.edu/senate/about/executive.php>

**Faculty Senate President:** Dr. Mandi Lopez, Professor, Veterinary Clinical Services

### HCM/FIN Committee

**Type:**

**ITS Contact:**

**Purpose:**

**Meeting Frequency:**

**Website:**

**Chair:**

### IT Governance Council (ITGC)

**Type:** Council

**ITS Contact:**

**Purpose:** Provide oversight of technology-based enterprise activities implemented by IT, streamlining processes, and promoting fiscal stewardship where possible.

**Meeting Frequency:** Monthly

**Website:** [https://www.lsu.edu/it\\_services/governance/membership.php](https://www.lsu.edu/it_services/governance/membership.php)

**Chair:** Sandi Gillilan, Associate Vice Provost, Academic Affairs

### ITGC Process Working Group

**Type:**



## ITS Annual Strategic Plan FY23 Strategic Plan

**ITS Contact:**

**Purpose:**

**Meeting Frequency:**

**Website:**

**Chair:**

### ITGC Sub-committees

**Type:**

**Purpose:** Committees selected and convened with the guidance of the IT Governance Council.

**Sub-committees:**

#### HCM/FIN Sub-committee

**ITS Contact:** Anthony Picado

**Purpose:** Oversee and recommend action to the Council on requests for projects related to the enterprise IT shared services of human resources and financial management.

**Meeting Frequency:** As needed

**Chair:**

#### Operations Sub-committee

**ITS Contact:** Anthony Picado

**Purpose:** To work in collaboration with ITS and other campus technology groups to identify enterprise level technical requirements and solutions to support University operations outside of financial, human resources, and student systems. Potential areas may include, but not limited to, facilities, police, auxiliaries, risk management, and procurement.

**Meeting Frequency:** As needed

**Chair:** Scott Moreau, Office of Research and Economic Development

#### Research Technology Sub-committee

**ITS Contact:** Anthony Picado

**Purpose:** To work in conjunction with the ITS Enterprise Architecture Advisory Group and other campus technology groups, in identifying enterprise level technical requirements and solutions to support research within the University.

**Meeting Frequency:** As needed

**Chair:**

### ITGC Working Groups

**Type:**

**ITS Contact:**

**Purpose:**

**Meeting Frequency:**

**Working Groups:**



## ITS Annual Strategic Plan FY23 Strategic Plan

### ITS Directorate

**Type:**

**ITS Contact:**

**Purpose:**

**Meeting Frequency:**

**Chair:**

### LONI Executive Committee

**Type:**

**ITS Contact:**

**Purpose:**

**Meeting Frequency:**

**Website:**

**Chair:**

### LONI Management Council

**Type:** Council

**ITS Contact:**

**Purpose:**

**Meeting Frequency:**

**Website:** <https://loni.org/about/council/members/>

**Chair:** Mike Asoodeh, CIO, Southeastern Louisiana University

### Student Projects Group

**Type:**

**ITS Contact:**

**Purpose:**

**Meeting Frequency:**

**Chair:**

### Student Systems Modernization Team

**Type:**

**ITS Contact:**

**Purpose:**

**Meeting Frequency:** *Now Defunct*

### Student Systems Sub-Committee

**Type:**

**ITS Contact:**

**Purpose:**

**Meeting Frequency:**

**Chair:**



## ITS Annual Strategic Plan FY23 Strategic Plan

### Transforming and Architecting the Information Landscape (TAIL)

**Type:** System

**Purpose:** A system of 30 individual projects organized by the OTGC and aimed at dismantling the existing outdated 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 community. These projects, together, seek to 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.

### Transforming Systems, Inc.

**Type:** Preferred Vendor

**ITS Contact:**

**Purpose:**

**Website:**

### TSP Community

**Type:**

**ITS Contact:**

**Purpose:**

**Website:** <https://grok.lsu.edu/article.aspx?articleId=17036>

**Chair:**