



FITS PLAN

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FOREWORD LETTER from the CIO

Dear Colleagues:

Information technology (IT) is now nearly completely integrated into the very fabric of our lives. IT is pervasive—perhaps as pervasive as electricity. And while a “digital divide” still exists in this country and more broadly across the globe, at Louisiana State University—and across higher education in general—information technology is the underpinning infrastructure behind most of our daily activities in a university setting. IT impacts everything—if not via its presence, in its absence. In the years ahead, our reliance on information technology will only increase; we must plan to pay even greater attention to it and the resources devoted to its use.

The technology itself—computers, networks, data, and information “bits and bytes”—remains only part of the equation. These are the physical tools that we can see and touch. But perhaps more critical are the people who apply these tools in productive manners: the human resources. These human resources include those who use the tools every day in their roles in the LSU community—faculty conducting research and classes, students learning and living in a twenty-first century environment, and staff and administrators translating academic priorities into action. It includes, too, those people who enable others use of the technology and advance the community’s effectiveness in using the tools. At LSU, we need to realize the importance of both components of a solid IT infrastructure – the tools *and* the people who make their use productive. We need to not only be thinking about how we modernize and periodically update our tools, but also how we ensure that as these newer tools emerge, we’re also investing in training people in their use and investing in resources to help us understand new ways to conceptualize and support how these tools can be used.

The most effective way to ensure we can address information technology at LSU is to have a well structured, broadly-based, and detailed strategy for its use. And just as important has having this “blueprint” for IT advancement, is realizing that the advancement of IT goals in support of the Flagship Agenda is everyone in the LSU community’s responsibility—not just that of the CIO and the central IT organization. Hence, the best way for such a strategic plan to be successful is for it to flow from the needs of the community served by information technology. That is precisely what we have accomplished in the Flagship IT Strategy.

Previously, “IT Master Plans” at LSU have been too focused on the technology itself, and too directed toward one component of the human resource: the central IT organization. While significant effort went into these plans, given their focus on specific technologies and only the actions of the central IT operations, they ultimately failed. Focusing on technology—which is ever-changing—means that a strategy is outdated not long after it is crafted, and unless constant, vigilant attention is paid to its updating, its usefulness quickly fades. Likewise, if the only stakeholders in success are the CIO and a small group of staff in one department, obtaining traction for the change required to build a flagship-class IT environment loses momentum and again, quickly becomes a forgotten plan. What defines the Flagship IT Strategy is that it has flowed from the community—it is LSU’s plan for IT,

not the IT plan for LSU. This, and a focus on outcomes rather than specific technologies provides it the best chance to be a useful roadmap that will be of value for the 4-6 years it will take to see it to completion.

The Flagship IT Strategy sets a course for progress. It is detailed enough to help ensure that the complete spectrum of IT-enabled areas are covered and yet broad enough in its recommendations and actions to allow flexibility in both how IT-enablement is achieved, and when. It will serve as a well-defined articulation of what we need to do – and more importantly why we need to do it. It will require financial resources – both existing and new. But as any researcher knows, in preparing a proposal for grant funding you have to have a meritorious case, lucidly presented and well articulated in order to be successful in receiving funding. The Flagship IT Strategy sets forth a very meritorious case.

The plan describes where we want to be and why these things are important. But it is like a recipe for a 10-course meal with many, many ingredients. Some of these we have on hand, so we can start to make progress on components of the feast. Some parts will require us to find and acquire the ingredients before we can complete the meal. And as we proceed, we'll likely find we will be able to creatively stretch what we have, or serendipity might provide what we need for one course out of our work on another. Of course we are going to need to identify funding, and be creative in how we do it; but we now have the recipe for success.

The Flagship IT Strategy brings to a close the first chapter in the renovation of information technology at LSU. Over the past year, we have made several changes in the way information technology provision is structured to better prepare LSU for successful advancement of the IT-enablement of the Flagship Agenda. The University created a cabinet-level position for IT in the CIO role. The central IT organization was restructured and renamed (to Information Technology Services) and its focus on the “flagship foundations” was established, emphasizing infrastructure, support of research, support of users, and attention to information systems. Demonstrations of the potential value of IT-enablement were provided, in the form of Pelican and TigerWare. And a community driven process of setting a course for information technology—the planning process—was commenced and completed, resulting in the Flagship IT Strategy. It has been an eventful year—including (and in spite of!) the hurricanes of 2005. But it is only the first year. More years of implementation work lay ahead of us.

I would like to express my gratitude and appreciation to the FITS Task Force Chairs who have done a superb job of generating the knowledge captured in the Flagship IT Strategy: Bill Wischusen (Teaching & Learning); Sumanta Acharya (Research); Joel Tohline (Information Systems); Chuck Wilson and Barrett Kennedy (Infrastructure); and Michelle Gieg and Heath Hattaway (Student IT Enablement). They and over one hundred faculty, students, and staff who worked on the Task Forces are the very essence of the quality of this plan, and they are to be congratulated on their final product. I would like to give a special thanks to Randall Hall, Professor of Chemistry, who as a representative of the Faculty Senate, actively participated in every Task Force, and was a true partner in the creation of the plan. Within the Office of the CIO and Information Technology Services, my thanks to the Deputy CIOs and Officers, leadership, and staff who participated in both the Task Force process and the preparation of this plan. And I especially want to thank Sheri Thompson, who joined my staff in mid-2005 and who has marshaled both the process and the plan

preparation to their successful conclusions. Her work fulfills the vision of the plan's creation by providing a written communication that will facilitate its sharing. LSU owes a debt of gratitude to all involved.

The Flagship IT Strategy is one of the finest such plans in the country. With its completion, we are starting well on our way to national prominence in information technology.

Brian D. Voss

FOREWORD LETTER from CHAIRS

Chief Information Officer Voss,

As Chairs of the five IT Foundations Task Forces, we are pleased to present you with the *Flagship Information Technology Strategy*, as the strategic plan for information technology at LSU. The Plan's title continues—*Supporting LSU's Advance to National Prominence*; a fitting addition in that we truly believe that the plan fully supports and enables the University's progress on achieving the broader goals of the Flagship Agenda. We feel this plan correctly and completely articulates a vision for the advancement of information technology at LSU, and see it as the definitive blueprint for actions in the years ahead—for you as the University's Chief Information Officer and Information Technology Services, and especially for all members of the campus community and university administration.

The Task Forces were charged with detailing a comprehensive set of outcomes—what we as a community believe is needed in terms of IT enablement—as well as the reasons behind the need for these outcomes. We have done so, and the Flagship IT Strategy provides an organized view of these required outcomes, presented in ten recommendations which are detailed by 84 specific action items. None of these recommendations are more important than any of the others and all are required to meet the goal of IT excellence that ultimately promote success with the Flagship Agenda. Thus, as implementation advances, attention must be paid to obtaining results across all areas, not just some.

A common theme emerged from all the task forces: the concepts of more modern and life-cycle replaced individual computers, abundant access to resources, and more support for the use of IT are the basic underlying components of broader success. These are the foundations of IT at LSU, and we can't expect faculty, students, and staff to effectively use all of the planned IT enablement if they do not have reliable access to modern, well-supported basic equipment and software. We expect progress to involve a phased implementation, over the next several years, done in a cohesive manner. The Flagship IT Strategy is an immense plan and there is no expectation that it will be completed immediately. We understand that completion will take time and commitment. Let us take a moment to reflect on that last word – *commitment*.

First and foremost, we believe the campus community is committed to the realization of the vision articulated in this plan, as it was composed by representatives of that community. We believe our commitment these past several months to the articulation of the Flagship IT Strategy reflects in thoroughness of the final product. But commitment to create such a plan is by no means the end of the process. There needs to be commitment to its implementation by this same community who created the plan. The key to maintaining our commitment is progress in terms of a steady stream of component successes. If progress materializes in the areas detailed, the campus community's commitment to its complete implementation will only grow stronger, gathering momentum as results are delivered. We understand that this commitment must continue on our part, but point out that other commitments are required to ensure the community's ongoing support.

We expect commitment of the CIO and all the resources at your disposal to go into implementing all components of this plan, and that it will absolutely define the course of all actions taken by you and the ITS organization. Without your continued commitment to ensure that resources within your control are dedicated to implementing this plan—and not diverted into non-strategic or ad-hoc activities—it will suffer the fate of its many predecessors. We are extremely encouraged by the level of commitment you and ITS have shown in the past year, and are thus have growing trust and building optimism for your commitment in the future. But we would be remiss if, in congratulating you on your vision, energy, and actions, we did not state directly we believe its continuity to be the most key element for success. You have stated often that the full implementation of this plan requires ownership of its elements by all of the LSU community—not just the CIO and ITS; and you are correct in this assertion. But it is an unequivocal fact that the community and administration view you as the lead advocate for broad IT enablement at LSU. Thus, your commitment to the Flagship IT Strategy must continue to be strong, vital, and unwavering.

Administration at all levels must also make a commitment to implementing this plan. Without that commitment—and the eventual funding that such commitment would produce—the plan will never be fully

realized and will suffer the fate of previous failed or abandoned efforts. We are quick to point out that many of the action items in this plan require no additional funding—they require only changes in policy, process, or attitude; or those things plus a refocusing of existing resources and energies in direct alignment with the plan. But following your charge, we have prepared this plan without constraints of a specific budget, so as to present a vision of what is needed to make LSU nationally prominent in the use of information technology to support advancement of the Flagship Agenda. Full implementation will certainly call for increased levels of expenditures, both inside ITS and more broadly across the campus. LSU must come to grips with the real cost of information technology—in equipment as one would expect *and especially* in people that support and advance its use. We can only achieve national prominence by seriously addressing the funding shortfall—whether through better efficiencies, reallocation, or the addition of new funding sources. This is also in line with the vision of the Flagship Agenda.

In closing, we believe this process has stirred the campus to this call to action. We are counting on you to continue your commitment to see this process to its ultimate and successful end.

Sumanta Acharya
Michelle Gieg
Heath Hattaway
C. Barrett Kennedy
Joel Tohline
Chuck Wilson
Bill Wischusen

PREFACE

It is fitting that the opening of LSU's National Flagship Agenda references the technology revolution that has transformed our world. LSU is creating a similar revolution of pervasive change and advancement. Information technology has truly transformed the world, and is today—and will be even more so in the future—a critical, strategic part of transforming LSU. Recognizing the link between information technology (IT) and the transformation of LSU into a nationally prominent flagship institution is key to understanding the need for articulating a vision for provision of IT infrastructure and services in support of the University.

*Make no little plans:
They have no magic
to stir men's blood.*

-Daniel H. Burnham,
Architect and City

Universities have always been defined by two key features – *the creation of new knowledge and the sharing of information*. In the Twenty-first Century, information technology is a key strategic asset of the University as it advances both roles. New knowledge is no longer created in the isolation of an individual lab by a single researcher or small team; it is created in virtual environments that span dozens, even hundreds of partnering researchers, located anywhere and everywhere. Today—and more importantly, in the years ahead—new knowledge will be advanced through the application of cutting-edge information technology tools, such as high performance computing, and done so in nationally (and worldwide) collaborative environments supported by institutions connected to the growing national and global cyberinfrastructure. It will be shared with others also making use of information technology enabled environments—whether that be advanced visualization resources, classroom learning environments, online learning systems, or leveraged use of a pervasive information technology environment by everyone, everywhere.

For these reasons, information technology today is as strategic an asset to the University as its buildings and campuses, its funding and financial resources, its curricula, its research, and its faculty and students. Information technology enables our professors to teach more effectively, and provide richer and broader pedagogy. Information technology enables our students to learn faster and better, and acquire new skills more effectively. Information technology enables our scientists and researchers to open up new frontiers of knowledge, and expand and detail older ones. Information technology enables the enrichment of the student experience at LSU, providing the underlying infrastructure that links learning and life. Information technology enables our institutions to be managed more efficiently and effectively, through the prompt processing of data and the access to information that improves the quality of our decision making.

In order to transform LSU, we must transform our view of information technology. We should set out to transform LSU from a university that simply tolerates technology, to one that truly embraces it as an enabler of teaching, learning, research, student experience and operational productivity. We must be motivated by the understanding that information

technology is a critical, strategic tool; to be a great university of the future LSU must have an exemplary IT infrastructure, plentiful IT resources, excellent IT services, and we must embrace the use of IT and technology more broadly.

This embraced use and provision of information technology has at its core a primary concept – IT Abundance. Within prudent and reasonable resources, and in line with institutional priorities, LSU should seek to provide an environment that features IT that is advanced, current, and readily available to the campus community in support of their achievement of the broad and varied missions of the institution. LSU has set for itself the goal of national prominence, via the Flagship Agenda. In similar fashion, it must set for

*A rock pile ceases to be
a rock pile the moment a
single man contemplates
it, bearing within him
the image of a cathedral.*

-Antoine de Saint-Exupery,
Aviator and Writer

itself the goal of providing the excellent IT infrastructure and service environment that, too, achieves national prominence. LSU should seek to be a national leader in the creative use, application, and provision of IT—as doing so enables every other facet of the Flagship Agenda.

How do we at LSU advance such a goal? First off, a careful planning process is undertaken to develop the “blueprint” for IT excellence.

Careful planning and stewardship are not new concepts to LSU; we have built one of the most beautiful and impressive campuses in the nation by virtue of planning and attention to implementing a master strategy. Thus, in support of the Flagship Agenda, we need a Flagship Information Technology Strategy to set a course for progress.

The Flagship Information Technology Strategy (FITS) is a thought-provoking list of outcomes describing the LSU community’s vision for an IT environment that enables the overall success of the Flagship Agenda. It is, very much, a companion document to the LSU Flagship Agenda providing a delineated analysis of the IT component of advancement. The FITS will serve as the master plan for the entire campus community as we carry out its action items over the next five years. And it is not just a strategic plan for the University’s Chief Information Officer and the Information Technology Services organization—it is a plan for all of LSU; the community crafted the plan and is a vital partner in its adoption and implementation.

The FITS deals with the “what” and the “why” of planning LSU’s IT future. It defines outcomes that the campus community wants to see in advancing IT abundance, and describes the value of these outcomes with reasoned justification. It is not a technical document, as it shies in large part from technology specifics. While technology is ever-changing, the problems to be addressed are relatively longer-lasting, and are met by developing technologies. The FITS shies away from discussions of priorities as well, even though priorities are a fact of life in higher education and at LSU in general. But the idea is that we should not dwell on the order in which we make advancement—and that we simply must address advancement—in whatever measure we can—in all areas, and not just a few.

The Flagship IT Strategy is a large, detailed, and complete planning document, developed by the LSU community. As such, it has the capability to stir this community to action. It establishes the vision of the community for what information technology at LSU could be, and thus enables us to begin to assemble the various pieces of raw materials and resources at our disposal, and those we will acquire in the years ahead, into a cohesive and impressive asset. It serves as a roadmap toward IT excellence, which through implementation of its individual action items will make the provision of quality IT infrastructure and services a habit at LSU, not just a single or ad hoc series of acts. Our goals are ambitious, but achievable.

*We are what we
repeatedly do.
Excellence, then, is not
an act, but a habit.*

-Aristotle,
Critic, Philosopher,
Physicist, & Zoologist

The Flagship IT Strategy recognizes that information technology is vital to the transformation of LSU into a nationally prominent flagship institution, in that IT enables the very heart of such a transformation—research and economic development, teaching and learning which benefits both graduate and undergraduate students, and facilities and quality of campus life. It answers the call to action in the National Flagship Agenda.

EXECUTIVE SUMMARY

The Flagship Information Technology Strategy (FITS) marks the LSU community's efforts to define the future development of information technology (IT) for LSU. A companion document to The National Flagship Agenda, FITS delineates the University's vision for achieving national prominence through IT enablement. FITS calls for the establishment of an IT-abundant campus, and for the IT resources to facilitate the progress of LSU's students, professionals, and faculty within their respective disciplines.

A series of focused, brainstorming sessions generated ten recommendations and eighty-four action items. The ten recommendations that emerged are:

- I. Build a solid foundation of IT infrastructure at LSU that is modern and kept up-to-date
- II. Make significant strides in increasing the accessibility of the LSU community to IT infrastructure and services
- III. Develop a robust, multi-tiered support enterprise to meet the varying levels and specific needs of the LSU user community
- IV. Develop sound fiscal planning for IT that leverages LSU's existing investments, increases those investments in creative and innovative ways, and expends funding resources in the most responsible and efficient manner
- V. Secure LSU's IT infrastructure, safeguard the integrity of LSU's information resources and the privacy of its user community, and ensure the continuity of LSU's IT infrastructure and information repositories in the face of possible disaster scenarios
- VI. Develop robust and plentiful IT resources to enable research at LSU
- VII. Develop robust and plentiful IT resources to enable faculty teaching and student learning at LSU
- VIII. Develop sound information systems featuring a rich set of applications and tools that address the increasing need for more effective and efficient institutional processes and provide for advanced academic analytics at LSU
- IX. Support LSU student use of IT, not only as a tool in their learning, but to enrich their life experiences at LSU
- X. Develop IT advisory and communication channels to ensure the continued involvement of the LSU community in the implementation of the Flagship IT Strategy and ongoing day-to-day provision of IT services to the campus

The action items, while organized according to recommendation area, actually entail several other themes that emerged during this process. These themes, while broad in scope like the empowerment of the IT user and leveraging of resources, manifest into the specific, identified, needs of the user groups within LSU. While everyone would benefit directly from a modernized infrastructure, ubiquitous access to IT resources, and robust, ever present support, the day-to-day realization of IT as presented in FITS will differ for instructors, IT professionals, researchers, staff, and students.

Instructors

Providing an IT abundant environment for teaching by increasing the accessibility of IT infrastructure and services (Recommendation II) on campus, at home, and on travel are major objectives of the FITS plan. Improved e-mail services, document sharing tools, a ubiquitous wireless network, and compatibility and service to mobile devices will take these technologies to the levels that enable efficiency and effectiveness in teaching. Training and 24x7 support for these services as well as technology-enabled classrooms and labs are priorities of the Flagship IT Strategy. Specialized centers for training and support as well as vendor-provided and locally-produced documentation will support robust computer literacy (Recommendation III). Faculty technology should be provided in a life-cycle replacement funding model and a standard budgeted amount should be earmarked for technology each year (Recommendation IV). Recommendation VI specifically addresses the research expectations associated with University faculty appointments. In Recommendation VII, the Flagship IT Strategy sets objectives for teaching and learning.

IT Professionals

Maintaining a modern, up-to-date infrastructure (Recommendation I), increasing the accessibility of IT infrastructure and services (Recommendation II), developing sound fiscal planning for IT (Recommendation IV), and the continued involvement of the LSU community in the implementation of the Flagship IT Strategy remain key areas of interest to LSU IT professionals. A modernized infrastructure and sound fiscal planning for IT will greatly impact the day-to-day support provided to LSU. No longer would professionals need to rebuild desktops. Instead, an IT abundant environment means different challenges for IT professionals both within central ITS and dispersed among the departments. Recommendation III calls for the development of a robust, multi-tiered support enterprise to meet the varying levels and specific needs of the LSU user community. Strong departmental support coupled with a supportive, centralized ITS should provide the leveraged support needed. Integral to this growth are acquiring new skills, engaging in dialog across units, and, together, securing the integrity of LSU information and systems (Recommendation V).

Researchers

FITS seeks to empower researchers and research computing at LSU. Key investments in infrastructure (Recommendation I), accessibility (Recommendation II), and support (Recommendation III) will go a long way to enriching the University's research environment. Through the leveraging of key resources and through centralized IT investments (Recommendation IV), researchers would be assured of a standard level of hardware and software, and be able to spend more of their research dollars on advancing their disciplines.

For researchers, FITS means building IT abundance---a robust network, plentiful computing cycles, and document-sharing tools. Additionally, the investment in specialized support and training would alleviate the technical roles researchers take on in training their students and staff in specific technologies. Recommendation VI specifically addresses development of IT resources for research.

Staff

FITS seeks to empower LSU staff whether it is through enabling work from home or providing IT support for a late night project. A modern, up-to-date infrastructure (Recommendation I), increasing the accessibility of IT infrastructure and services (Recommendation II), a multi-tiered, leveraged support model (Recommendation III), life-cycle replacement of personal computing devices (Recommendation IV), and the continued involvement of the LSU community in the implementation of the Flagship IT Strategy (Recommendation X) remain key areas of interest to LSU's employees.

Students

The Flagship IT Strategy (FITS) seeks to empower students' living and learning by providing not simply an IT abundant environment, but the skills and training needed to succeed in the IT enabled workforce. Basic investments in the IT infrastructure to include the creation of a fully wireless campus, robust network access and e-mail services, modern equipment, and integrated mobile technologies (Recommendation I) will create an IT environment at LSU in which students can succeed.

Recommendation II will ensure that LSU students have the access to software, hardware, and other technology resources they need. Recommendation III ensures that they will have the support and tools to use IT while Recommendation V protects their identities and information from unauthorized use. Recommendation VIII provides for information systems applications geared toward forwarding student academic progress. Recommendation VII and Recommendation IX are specifically relevant to the student experience.

PROCESS

While LSU has emphasized the importance of strategic planning for all of its units, and has regularly developed and monitored institution-wide plans, previously developed strategic plans for information technology were limited in scope to the Office of Computing Services as an organization.

Brian Voss, hired in the spring of 2005 to be the institution's first chief information officer, called for the development of an institution-wide strategic plan for information technology. In August of 2005, Voss created and filled a position, executive coordinator for IT planning, dedicated to leading the strategic planning process.

Based in part upon his experiences with the IT strategic planning process at his former university, Voss determined that there should be five taskforces: Information Systems Enablement, Research Enablement, Student IT Experience, Teaching and Learning Enablement, and Infrastructure. Voss spent several months (April through October) speaking to various constituencies, building support for the planning process. The Faculty Senate and Student Government sought volunteers for the various taskforces and additional individuals were asked by the CIO to serve. The taskforces ranged in size from 12 to 25 people. Chairs for each taskforce were appointed.

The five taskforces each met for four, two hour sessions beginning in early November and ending in early December. The five task forces touched upon not only their specific areas, but on broader concerns such as security, support, and communications.

CHARGE TO FLAGSHIP IT PLANNING COMMITTEES

In an effort to develop a strategic plan for information technology at LSU—the Flagship Information Technology Strategy—I, as the Chief Information Officer (CIO) of the University, have formed five Task Forces to develop key areas of recommendation and specific action items that will advance the goal of providing excellent information technology infrastructure and services that will establish LSU as a leader—in absolute terms on a national basis—in the creative use, application, and provision of information technology in support of the LSU’s National Flagship Agenda.

The primary driving concept behind this Flagship Information Technology Strategy is IT Abundance. Within prudent and reasonable resources and in line with the University’s priorities, we should seek to provide an environment that features an abundance of information technology resources, wherein the state of information technology at LSU is advanced, current, and readily available to support faculty, staff, and students in their achievement of the broader goals of the institution. By seeking to be excellent in providing an environment that has abundant information technology resources and a sound information infrastructure, we do so not as its own end, but as a way to serve the broader missions of the University. We recognize that information technology is the great enabler—of teaching and learning, of research, of the student experience, of the efficiency and effectiveness of the operation of the University, and of the University’s outreach and broader impact.

The specific five Task Forces are as follows:

- Research Enablement
- Teaching & Learning Enablement
- Student Experience Enablement
- Infrastructure
- Information Systems Enablement

Each Task Force will consist of a chair designated by the CIO, and members recruited from the LSU community of faculty, students, and staff. Information Technology Services (ITS) and Office of the Chief Information Officer (OCIO) personnel will also serve on these Task Forces in ex-officio status so that they, too, may provide input for consideration and participate in the development of the Flagship IT Strategy.

As the CIO, I have appointed Task Forces, but I have done so in close consultation with the Faculty Senate’s IT Committee, Student Government, and University Administration. The Task Forces do not form a governing body for IT at LSU, but may well provide the basis for an ongoing advisory function in the future.

The specific charges to the five Task Forces developing the Flagship IT Strategy are as follows:

1. Convene and discuss the CIO’s vision for information technology at LSU and review the CIO’s suggestions for areas of consideration for recommendation and action.

The timeframe of the Flagship IT Strategy should cover at least five years —through 2011. However, I hope that the resulting strategy will serve LSU long into the second decade of the twenty-first century.

2. Brainstorm and discuss possible desired outcomes for LSU in regard to information technology enablement, and list recommendations for each specific area of task force assignment. While designed to be focused on separate areas of IT enablement, it is expected that areas of overlap and commonality across the Task Forces will exist and should be so documented.
3. Develop action items to enable the recommendations. These should focus on what the outcome should be and include a brief discussion of why such outcomes are necessary; a focus on specific implementations, technologies, and timing should be delayed until subsequent steps of the process (implementation planning phase).

These three steps should be completed before the end of the fall 2005 semester if possible. The Office of the CIO (OCIO) will then use the break between semesters to collate and assemble the work of the various Task Forces into a cohesive draft Flagship IT Strategy. Once this is done, the Task Forces shall:

4. Reconvene and discuss the assembled draft Flagship IT Strategy; provide direction to OCIO for revisions.
5. Consider endorsement of the draft Flagship IT Strategy, and if so moved and supported, provide said endorsement to the CIO.

These two steps will occur early in the spring 2006 semester. Once fully endorsed by all five Task Forces, the draft Flagship IT Strategy will then be quickly circulated widely within the LSU community to obtain feedback and additional input from that community. Once this has been done, the Task Forces shall:

6. Reconvene to review any broader input and feedback, make modifications, and make final endorsement of the penultimate draft of the Flagship IT Strategy to the CIO.

At this time—approximately Spring Break of 2006—the Task Forces will suspend meetings for a brief time and initial commitment to the Flagship IT Strategy planning process shall be considered fulfilled. Following this, the CIO will—with involvement and support from the Task Force Chairs and selected members of each Task Force—seek to obtain broader endorsement by key campus governance groups. Specifically, LSU Faculty Senate, Student Government, the Deans Council, University Administration and others as recommended by the Task Forces. Once so vetted and endorsed, the Flagship IT Strategy will become final and published; publication is scheduled for May 2006. The plan will be delivered to the Executive Vice Chancellor and Provost for her consideration and endorsement and forwarding to the Chancellor for his consideration and approval.

Future of Task Forces

The Task Forces will be re-engaged to develop implementation plans for specific recommendations and action items. Leadership of Information Technology Services and the Office of the CIO will draft implementation planning documents, and then work closely with the Task Forces to finalize them by the end of 2006. It will be in this process that we will establish the how and when (and how much) activities of the plan's implementation.

Long term, I hope that the Task Forces—or their like—will be able to be called upon by the CIO for ongoing advice, counsel, and review of IT actions and accomplishments with respect to the implementation of the Flagship IT Strategy or other significant information technology issues that arise on campus. Discussions of the long-term future of IT advisory/governance structures should be held with all interested parties following the completion of the Flagship IT Strategy development process.

This charge submitted this fourth day of November 2005 by the Chief Information Officer of Louisiana State University.

Brian D. Voss
Chief Information Officer

TASK FORCE MEMBERS

Information Systems Task Force Members

Joel Tohline [†]	Professor	Physics & Astronomy
Jim Bates	Director	Sponsored Programs
Andy Benoit	Director	Recruiting Services
John Borne [*]	Director	ITS-UIS
Andrew Christie	Professor	Accounting
Karen Denby	Assistant Vice Chancellor	Academic Affairs
Robert Doolos	Registrar	University Registrar
Jade Ethridge	Business Manager	Strategic Initiatives
Bill Grimes	Professor/Director	Music & Dramatic Arts
Cynthia Hadden [*]	Executive Director	ITS-UIS
Randall Hall [‡]	Professor	Chemistry
Lori Kemp	Director	Public Affairs
Gerry Knapp	Professor	Industrial Engineering
Robert Kuhn	Associate Vice Chancellor	Budget & Planning
Guadalupe Lamadrid	Associate Director	Undergraduate Admissions
Carolyn Landry	Assistant to the Dean	Arts & Sciences
Eric Monday	Associate Vice Chancellor	Finance & Administrative Services
Brian Nichols [*]	Security & Policy Officer	ITS-OCIO
Douglas Pacas [*]	Director	ITS-UIS
Sai Pinnepali	Manager	Facility Services
Natalie Rigby	Director	International Services Office
Donna Torres	Associate Vice Chancellor	Accounting Services
Sandy Walker	Director	Budget & Planning
Carol Wesson	Director	Financial System Services
Rose Mary Wilhelm	Executive Director	Procurement Services

[†] Indicates Task Force Chairperson

[‡] Indicates Faculty Senate Representative

^{*} Indicates Ex-Officio Member

TASK FORCE MEMBERS

Infrastructure Task Force Members

Chuck Wilson [†]	Vice Provost	Academic Affairs
Richard Abbott	Director	Veterinary Medicine
Steve Beck	Professor/Director	Music/CCT
Bill Black	Professor	Marketing
Todd Cary	Assistant Director	Financial System Services
Nancy Colyar	Assistant Dean	Libraries
Susan Crochet [*]	HR & Financial Resources Officer	ITS-OCIO
Emmett David	Director	Facility Development
Alaric Haag	Manager	Coastal Studies Institute
Ronnie Haliburton	Director	Athletics
Randall Hall [‡]	Professor	Chemistry
C. Barrett Kennedy [†]	Professor	Architecture
Sukhamay Kundu	Associate Professor	Computer Science
Charlie McMahon [*]	Executive Director	ITS-NIR
Bill Metcalf	Professor	Physics & Astronomy
Brian Nichols [*]	Security & Policy Officer	ITS-OCIO
Renee Pierce	Manager	Mass Communication/ITS
Ric Simmons [*]	Director	ITS-NIR
Chris Schwehm	Associate Director	Engineering Services
Bo Staples	Student	Student Government
Patricia Suchy	Associate Professor	Communication Studies
John Tyler	Professor	Computer Science
Patrick Virgadamo	Student	Student Government

[†] Indicates Task Force Chairperson

[‡] Indicates Faculty Senate Representative

^{*} Indicates Ex-Officio Member

TASK FORCE MEMBERS

Research Task Force Members

Sumanta Acharya [†]	Professor	Mechanical Engineering
Gabrielle Allen	Associate Professor	CCT
Mark Batzer	Professor	Biological Sciences
Blaise Bourdin	Assistant Professor	Mathematics/CCT
Leslie Butler	Professor	Chemistry
Bin Chen	Assistant Professor	Chemistry
Barbara Dutrow	Professor	Geology & Geophysics
John Grubb	Director	Basic Sciences
Randall Hall [‡]	Professor	Chemistry
Robert Hammer	Professor	Chemistry
Gus Kousoulas	Director	Pathobiological Sciences
Charlie McMahon [*]	Executive Director	ITS-NIR
David Pollock	Assistant Professor	Biological Sciences
Todd Pourciau	Assistant Vice Chancellor	Research & Graduate Studies
Kevin Robbins	Director	Geography & Anthropology
Larry Rouse	Chair	Coast & the Environment
Jack Beggs	Professor	Sociology
Hortensia Valdes Delgado	Manager	Physics & Astronomy

[†] Indicates Task Force Chairperson

[‡] Indicates Faculty Senate Representative

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TASK FORCE MEMBERS

Student IT Enablement Task Force Members

Michelle Gieg [†]	Student	Student Government
Heath Hattaway [†]	Student	Student Government
Cornelius De Hoop	Associate Professor	Renewable Natural Resources
Scott Delaney [*]	Manager	ITS-USS
Paul Dietzel	Student	Student Government
Randall Hall [‡]	Professor	Chemistry
Jessica Ketcham	Student	Graduate Student Association
Pete Mistretta	Student	Student Government
Stacey Morales [*]	Manager	ITS-USS
Patrick Virgadamo	Student	Student Government
Andy Waggenpack [*]	Senior Manager	ITS-NIR
Erica Washington	Student	Black Student Union

[†] Indicates Task Force Co-Chairperson

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TASK FORCE MEMBERS

Teaching & Learning Task Force Members

Bill Wischusen [†]	Professor	Biological Sciences
Ralph Boé	Executive Director	ITS-LOUIS
Lillian B. Bowles	Professor/Director	English/CxC
Melissa Brocato	Assistant Director	Academic Success
Monique Cain	Manager	Residential Life
Frank Cartledge	Vice Provost	Academic Affairs
Doris Collins	Associate Vice Chancellor	Student Life & Academic Services
Emily Courtney	Student	Student Government
Michael Colyar	Director	ITS-UIS
Autumn Crosset	Student	Student Government
Alice Daugherty	Assistant Librarian	Libraries
C.C. Dubois	Student	Student Government
Robin Ethridge [*]	Acting Director	ITS-UIS
Judith Garretson	Professor	Marketing
Cynthia Hadden [*]	Executive Director	ITS-UIS
Randall Hall [‡]	Professor	Chemistry
Joe Hutchinson	Executive Director	CELT
David Kurpius	Associate Dean	Mass Communication
Catherine Lemieux	Professor	Social Work
Traci Lilley	Assistant Dean	Social Work
Yiping Lou	Associate Professor	ELRC
Saundra McGuire	Associate Dean	University College
Irvin Peckham	Associate Professor	English
Robert Perlis	Professor	Mathematics
Terrie Poehl	Assistant Professor	Curriculum & Instruction
Susan Ryan	Associate Professor	Art
George Stanley	Professor	Chemistry
Joseph Taboada	Associate Dean	Veterinary Medicine
Karsten Thompson	Professor	Chemical Engineering
Paul Wilson	Professor	Horticulture

[†]Indicates Task Force Chairperson

[‡]Indicates Faculty Senate Representative

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