

LSU BOARD OF SUPERVISORS AUDIT COMMITTEE MEETING C.B. Pennington Jr. Conference Center, Lower Reception Area 6400 Perkins Road, Baton Rouge, LA 70808 Friday, October 23, 2020 | Time: 8:30 a.m. New Time: Conclusion of Full Board Meeting

- I. Call to Order and Roll Call
- II. 1st Quarter Audit Report
- III. IT Governance
- IV. Board Approval Audit



Quarterly Audit Summary

Fiscal Year 2021, 1st Quarter



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Multi-Campus

Compliance with Board By-Laws

Audit Initiation:

This was a scheduled audit from the Board-approved audit plan.

Audit Scope and Objectives:

The primary objective of this review was to evaluate controls in place to ensure the submission of required matters to the LSU Board of Supervisors for approval or acknowledgement, pursuant to policy. The scope included transactions and agreements at all LSU institutions which were completed or active during the period July 1, 2018, to March 15, 2020.

Audit Findings and Recommendations:

Based on the results of testing, we provided LSU leadership with the following recommendations:

- Clarify the criteria for contracts and amendments requiring approval from or reporting to the Board
- Review University-wide and campus-specific policies to ensure consistent requirements throughout, eliminate ambiguity, and promote the appropriate level of oversight and approval based on the Board's appraisal of the associated risk and level of risk tolerance
- Modify the Workday/PeopleSoft report parameters to ensure they accurately capture the required personnel actions for inclusion on the quarterly informational reports

Management's Response and Corrective Action Plan:

Management agreed with our recommendations and is in the process of implementing corrective action, which will be complete by August 2021.



Export Compliance Program Assessment

Audit Initiation:

This external review was conducted by consulting firm Traliance in response to internal audit recommendations presented in a Fiscal Year 2018 audit.

Audit Scope and Objectives:

The objective of the review was to assess the University's existing export compliance program relative to U.S. export controls regulations and industry best practices. The following institutions were included in the scope of this review: LSU A&M, LSU Agricultural Center, Pennington Biomedical Research Center, and the Health Sciences Centers at New Orleans and Shreveport.

Audit Findings and Recommendations:

The consultant offered the following system-wide recommendations to close the control gaps related to export compliance. Additionally, improvement areas were identified with more detailed recommendations at the institution level.

- Establish a University export compliance policy that demonstrates LSU's commitment to export compliance and explains the institutionbased approach
- Coordinate a uniform, comprehensive restricted party screening process (preferably through use of the Visual Compliance software) applicable to procurement, contracts, visas, and international agreements
- Ensure export compliance leaders at each institution receive consistent, yet tailored, export controls training

Management's Response and Corrective Action Plan:

University and institutional leadership are currently working on drafting corrective action plans both system-wide and at the institutional level.



Louisiana State University A&M (LSU A&M)

Research Expenditures

Audit Initiation:

This was a scheduled audit from the Board-approved audit plan.

Audit Scope and Objectives:

The objective of the review was to evaluate the controls executed by Sponsored Program Accounting (SPA) to administer effort certifications and requests for reimbursement of research expenditures funded through sponsored agreements. The scope covered the period January 1, 2019, to May 31, 2020, at LSU A&M and the Agricultural Center since SPA performs post-award administration for both.

Audit Findings:

The audit did not detect any significant findings; minor recommendations were communicated to management during an exit meeting.

Management's Response and Corrective Action Plan:

A response was not required from management.

Financial Statement Audit (Stephenson Technologies Corporation)

Audit Initiation:

This external audit was conducted by CPA Firm CliftonLarsonAllen, LLP.

Audit Scope and Objectives:

The objective of the review was to conduct an audit of the financial statements of Stephenson Technologies Corporation (STC), an LSU affiliate, for the years ending June 30, 2020 and 2019.

Audit Findings:

The audit found that the financial statements presented fairly, in all material respects, STC's financial position as of June 30, 2020 and 2019.

Management's Response and Corrective Action Plan:

A response was not required from management.



Louisiana State University Eunice (LSUE)

Management Letter (Louisiana Legislative Auditor)

Audit Initiation:

This external audit was conducted by the Louisiana Legislative Auditor's (LLA) Office.

Audit Scope and Objectives:

The objective of this review was to evaluate LSUE's controls to ensure accurate financial reporting, compliances with applicable laws and regulations, and overall accountability over public funds for the period July 1, 2018, through June 30, 2020.

Audit Findings:

The following issues were identified:

- Failure to reconcile student payment plan transactions processed by a third-party organization
- Insufficient segregation of duties for processing student refunds
- Inadequate controls over cash receipts, particularly related to safeguarding and accounting of handwritten receipts
- Delinquent student accounts were not submitted to the Louisiana Attorney General for collection in accordance with statute
- Non-compliance with timekeeping records requirement that unclassified employees complete monthly leave certifications
- Loss of data and function resulting from a ransomware attack and lack of incident response plan

Management's Response and Corrective Action Plan:

Management provided corrective action plans to address the aforementioned issues; all of which will be implemented by January 31, 2021.

Management Response to IT Governance Audit Items

October 2020

Item #1: LSU Executive IT Governance Council

Management Response:

A Permanent Memorandum (PM) will be developed to establish an LSU Executive Information Technology (IT) Governance Council. The Council will have voting membership from each LSU institution with responsibility for ensuring the University has appropriate requirements and policies pertaining to IT governance areas for the University and across all LSU institutions, including but not limited to, periodic IT risk assessment, development and implementation of IT strategy, and creation of metrics to measure the performance of IT Governance elements

A formalized framework will be created for input and decision-making in a centralized manner, while leveraging the autonomous benefits of a decentralized University IT environment. This framework shall provide a consistent Governance structure necessary to guide University-wide IT strategy, based on an acceptable level of risk, and promote collaboration among and between the LSU institutions, where appropriate, to accomplish shared goals.

The LSU Executive Information Technology Governance Council (EITGC) will initially have three subcommittees, comprised of representatives from each LSU institution, serving to facilitate the work of the Council:

- CIO Subcommittee
- Information Security Subcommittee
- Research Technology Subcommittee

Additional subcommittees or working groups may be established, as needed. A complete visual of the new proposed structure is included at the end of this document.

The CIO Subcommittee will be the initial resource to support the LSU EITGC. A future determination will be made as to the level of support needed for the LSU Executive IT Governance Council and the appropriate resources required.

<u>Responsible Personnel:</u> LSU Executive Leadership (President, CFO, Provost) IT Governance Council

Relevant Dates:

Jan 29, 2021: PM establishing an LSU Executive IT Governance Council is approved Feb 26, 2021: Members of the LSU Executive IT Governance Council are identified and seated Mar 30, 2021: First meeting of the LSU Executive IT Governance Council

Item #2: IT Risk Management

Management Response:

Under the guidance of the LSU EITGC, each LSU Institution shall coordinate with LSU's Office of Internal Audit to conduct a comprehensive IT risk assessment based on a standardized framework. The LSU IT Governance PM, and subsequent framework, shall establish aa requirement for each LSU Institution to conduct the periodic IT risk assessments using the approved framework. Each LSU Institution will be expected to report risk assessment results, along with status updates, for the LSU EITGC.

Responsible Personnel: LSU EITGC Institutional Governance Committee

Relevant Dates:

Nov 18,2022: LSU Executive IT Governance Council approves framework for conducting periodic IT risk assessments at each LSU Institution

Jan 27, 2023: Local institutions finalize policy/procedures for performing IT risk assessments Feb 24, 2023: Institutions begin IT risk assessments

Jul 28, 2023: Institutions submit findings to the LSU Executive IT Governance Council

Item #3: IT Asset Management

Management Response:

The LSU EITGC shall ensure a process is developed by which a comprehensive inventory of software used at each institution is compiled and published for each LSU Institution to reference prior to software acquisition considerations. Furthermore, the CIO Subcommittee will look for opportunities to consolidate licensing and/or re-negotiate software contracts for existing products while being mindful of shared opportunities with new purchases. The list of software will be updated periodically to ensure decisions and actions can be taken with accurate, timely data. LSU A&M will look to create a mechanism to record the software inventory and to display the information in an easy to use and access format. Each institution will assess their current physical and data asset management processes and determine if enhancements are needed.

Responsible Personnel: LSU Executive IT Governance Council Institution ITGCs Institution CIOs A&M Local IT Subcommittee ITS

Relevant Dates:

Jan 29, 2021: LSU ITGC creates process, requirement, and required data fields to be used in creating an inventory of software.

Mar 31, 2021: CIOs are asked to begin completing the software inventory Jul 30, 2021: Deadline for CIOs to report software inventory using format created by LSU ITGC Jul 29, 2022: IT solution put into place to allow for LSU employees to query currently owned software

Item #4: IT Governance Measurements and Metrics

Management Response:

The University will develop common metrics in alignment with the priorities outlined in the Universitywide IT Strategic Plan (see Item #1 and #5). In addition, upon completion of the University-wide IT Strategic Plan, each LSU institution shall develop an institutional strategic plan, including any additional metrics that may be appropriate given the mission of the institution. Metric performance, at both the University and the institution, shall be reported annually to gage progress made toward attaining the stated priorities. Dashboards shall be developed to assist in longitudinal reporting and trend analysis. Measurement and metrics will also be established for key policies and processes as they are formally approved.

<u>Responsible Personnel:</u> LSU Executive IT Governance Council

Relevant Dates:

Mar 31, 2022: System Wide IT Strategic Planning exercise completed Apr 29, 2022: LSU Executive IT Governance Council begins to create metrics and measurements to measure the performance of LSU IT Governance Aug 31, 2022: LSU Executive IT Governance Council finalizes and approves LSU IT Governance measurement and metrics based on information from the system wide strategic plan

Item #5: IT Strategic Planning

Management Response:

The CIO Subcommittee will work collaboratively with the LSU EITGC and key stakeholders to establish a University-wide IT Strategic Plan. The LSU The IT Governance PM shall establish a requirement for each LSU Institution to create an IT Strategic Plan in alignment with the University-wide plan. The LSU EITGC will provide oversight of the University-wide plan and ensure that each LSU Institutions develops a plan and provides periodic updates regarding progress toward achieving stated goals.

<u>Responsible Personnel:</u> Institution CIOs and CFOs Executive Leadership LSU Executive IT Governance Council

Relevant Dates:

Mar 30, 2021: LSU Executive IT Governance Council approves policy defining requirements for Institutional strategic planning and IT risk management. June 30, 2021: LSU IT Governance CIO Subcommittee defines process and templates for performing system wide and institution IT strategic planning exercises. Sep 30, 2021: LSU Executive IT Governance Council approves plan and templates for performing IT strategic planning exercises Oct 1, 2021: System Wide IT Strategic Planning exercise started

Mar 31, 2022: System Wide IT Strategic Planning exercise completed

Item #6: IT Costs

Management Response:

The CFOs from each LSU Institution and other subject matter experts will work collaboratively to define a process that will identify IT-related hardware and software costs.

Responsible Personnel: Institution CFOs LSU Workday FIN Lead LSU Peoplesoft FIN Lead Subject Matter Experts

<u>Relevant Dates:</u> July 1, 2021 Process defined July 1, 2022 Process implemented February 1, 2023 First report to the IT Cost Management Workgroup

Item #7: IT Policies (Standards, Procedures)

Management Response:

The PM that establishes the LSU EITGC will contain language that establishes the Council's authority over the following areas (at a minimum):

- Governance of IT Enterprise (Framework Setting and Maintenance);
- Risk Optimization;
- Resource Optimization;
- Benefits Delivery; and
- Stakeholder Engagement (Strategy Alignment)

The Information Security Subcommittee will create templates and processes for performing IT risk assessments at each institution. The subcommittee will also create University- wide IT Security Policies, including finalizing PM-36. Many of the University-wide policies will require each institution to create specific IT policies and related procedures for institutional purposes. The Information Security Subcommittee will look to create consistency across institution IT security policies when appropriate.

<u>Responsible Personnel:</u> LSU Executive IT Governance Council Information Security Subcommittee Institution CIOs

<u>Relevant Dates:</u> Jan 29, 2021: PM establishing a LSU Executive IT Governance Council is approved Mar 30, 2021: PM-36 is approved at first meeting of the LSU Executive IT Governance Council Apr 1, 2021: Information Security Subcommittee begins working with institutions to create local IT policies related to PM-36 Jul 1, 2021: PM-36 is approved by LSU

Item #8: Student Technology Fees

Management Response:

The LSU EITGC will ensure each LSU Institution that distributes student technology fee dollars has a transparent process outlined on their website that explains the process. Also, at a minimum, a list of funded proposals for each year should be published via its institutional student technology fee website. An example for LSU A&M can be found here: <u>https://lsu.edu/stf/</u>

Responsible Personnel:

LSU Executive IT Governance Council Institution Student Tech Fee Committees

Relevant Dates:

Sep 30, 2022: LSU Executive IT Governance Council defines requirement for each student tech fee institution to provide to the Council details of the student tech fee process along with evidence that it is publicly available.

Jan 27, 2023: Each student tech fee Institution submits documentation to the LSU Executive IT Governance Council verifying the presence of a transparent student tech fee process.

Item #9: Distributed IT/Shared Services Strategy

Management Response:

On the LSU A&M Campus, an advisory committee will be created that is made up of the leaders of key distributed IT units across campus. This group will work with the LSU A&M CIO and other members of the ITS Leadership team to better define the roles and responsibilities of the distributed IT Units along with ITS. The group will also create a mechanism for reporting current software being used by unit and a master list will be created making it easy to determine what software is currently in use across the campus. This will allow for more informed software purchasing and collaboration between units and ITS. IT risk assessments will be performed per the response to item #2. This group will also asses the current state of IT support occurring centrally vs. locally and formalize a plan to attain the appropriate amount of efficiencies based on identified priorities. This group will invite other stakeholders as needed to get proper input as the plan is developed.

The CIO Subcommittee will continue to meet on a monthly basis to share current and upcoming projects and expenditures in order to look for collaboration and efficiencies across institutions. A master list of software used at each institution will be compiled and shared to allow for better informed purchasing across all institutions. Work will begin to develop appropriate Service Level Agreements between institutions, as appropriate.

<u>Responsible Personnel:</u> Institution CIOs Local IT Subcommittee

Relevant Dates:

Oct 8,2020: IT Governance Council approves charter for Local IT Subcommittee at LSU A&M Oct 21,2020: Local IT Subcommittee holds first meeting

Mar 30, 2021: LSU Executive IT Governance Council creates process, requirement, and required data fields to be used in creating an inventory of software.

Jul 1,2021: Local IT Subcommittee begins assessing central vs. local support options and services Jul 29, 2022: IT solution put into place to allow for LSU employees to query currently owned software

Item #10: IT Funding Model

Management Response:

The CFOs and Budget Officers from each LSU Institution will work collaboratively to develop an IT Funding Model that includes Enterprise Systems, Campus Systems, Enterprise IT Functions, and Shared Services. This work will be done simultaneously with Item 6. Policies, procedures, measurement and reporting methods will be developed and included in the model.

Responsible Personnel:

Institution CFOs LSU Workday FIN Lead LSU Peoplesoft FIN Lead Subject Matter Experts Institution Budget Officers

<u>Relevant Dates:</u> Dec 31, 2021: Policies, procedures, measurement and reporting defined Jun 30, 2022: Funding Model presented for final approval

Item #11: Project Prioritization Evaluation Process

Management Response:

With the approval of a PM that establishes an LSU EITGC, the current project review and prioritization process utilized by the LSU ITGC will be reviewed and modified to best support the new structure. The CIO Subcommittee will work to create a new process for evaluation of Enterprise-level I projects that shall require approval of the LSU Executive IT Governance Council. The CIO Subcommittee will also explore the best option at their institutions for an IT Governance process that supports the prioritization of projects related to just their institutions.

Responsible Personnel: Institution CIOs Institution CFOs LSU Executive IT Governance Council

Relevant Dates:

Jan 29, 2021: PM establishing an LSU Executive IT Governance Council is approved Mar 30, 2021: CIO Subcommittee is created by the LSU Executive IT Governance Council Sep 30, 2021: CIO Subcommittee presents project prioritization process for LSU Executive IT Governance council approval

Item #12: Accountability and Oversight

Management Response:

A PM will be created that establishes an LSU EITGC (see item #1). This council will create a framework that outlines requirements in accordance with the findings of the IT Governance audit. (see item #7)

<u>Responsible Personnel:</u> LSU Executive IT Governance Council

Relevant Dates:

Jan 29, 2021: PM establishing an LSU Executive IT Governance Council is approved Mar 30, 2021: LSU Executive IT Governance Council holds first meeting

Item #13: Research and Grants IT and Information Security Requirements

Management Response:

The Research Technology Subcommittee will work to create minimum standards for campus grant processes. These standards will include some form of IT review for all funded grant projects. The IT review will use currently established institution IT policies to evaluate whether data security and privacy requirements can be met by the campus IT department.

<u>Responsible Personnel:</u> Research Technology Subcommittee Institution CIOs

Relevant Dates:

April 29, 2022: Research Technology Subcommittee creates minimum standards for IT involvement in campus grant processes

June 30, 2022: LSU Executive IT Governance Council approves minimum standards for IT involvement in campus grant processes

Oct 28, 2022: All Institutions have implemented minimum standards for IT involvement in campus grant process

Item #14: Enterprise System/Application "Owner" Roles/Responsibilities

Management Response:

The University will develop documentation and provide training to individuals designated as owners to make them aware of the responsibilities that their roles require. These owners will be identified in part during the software inventory process defined in item #3. Owners will need to be kept abreast of security, application, and hardware changes/updates that affect the systems in which the data they own reside. The increased knowledge of these areas will allow data owners to proactively participate in discussions with IT on establishing and maintaining appropriate service levels, security, and maintenance, and allow owners to participate in eventual system overhauls and/or replacements as these systems age.

Responsible Personnel:

LSU Executive IT Governance Council IT Security Subcommittee Institution- IT Governance Committees Institution- IT Security Subcommittee Data Owners

Relevant Dates:

Mar 31, 2021: CIOs are tasked with completing a software inventory and the Data Governance subcommittee is tasked with the development of documentation and training materials on owner roles. Jul 30, 2021: Deadline for CIOs to report software inventory using format defined by the LSU Executive IT Governance Council

Oct 29, 2021: Data Governance subcommittee provides documentation on responsibilities to the CIOs for distribution

Mar 31, 2022: Training is completed for application owners and roles

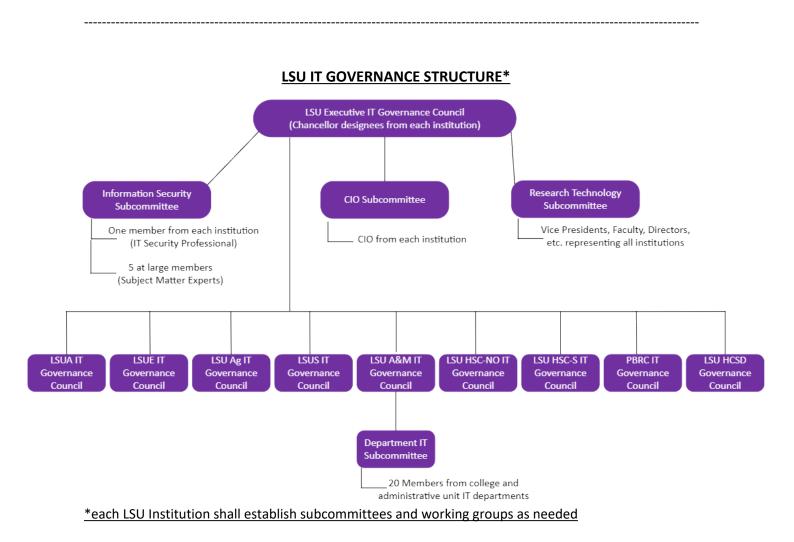
Item #15: PM-36 Draft

Management Response:

The existing LSU IT Governance Council will create an Information Security subcommittee, which shall transition to the LSU EITGC. This subcommittee will be comprised of individuals from each LSU Institution along with five at large members. With the creation of a PM that establishes an LSU EITGC, authority will be given to this Subcommittee to create and oversee University-wide IT Security Policies. One of the initial tasks of the Information Security Subcommittee will be to update PM-36 to consider the audit recommendations. This PM could be finalized before the first meeting of the LSU Executive IT Governance Council. In that case, the existing LSU IT Governance Council would approve the PM for distribution, distribute for university-wide review, and approval. The Information Security Subcommittee will also have the latitude to create other policies/procedures, as needed, to address the IT Security needs of the University.

Responsible Personnel: IT Governance Council Information Security Subcommittee Institution CIOs **Relevant Dates:**

Sep 10,2020: IT Governance Council creates the Information Security Subcommittee Sep 29, 2020: Information Security Subcommittee holds kickoff meeting Mar 16, 2021: PM36 is updated and finalized by the Information Security Subcommittee Mar 30, 2021: PM36 is approved at first meeting of the LSU Executive IT Governance Council Jul 1, 2021: PM36 is approved by LSU



IT Governance Audit Update October 2020

Foundational Actions (first 3 months)

- Create a Permanent Memorandum that defines the role and responsibilities of IT Governance (University and Institutional)
- Create an Information Security Subcommittee of the IT Governance Council
- Create a shared service strategy spanning all LSU institutions
 - Create a Local IT Subcommittee for Technology Support Professionals at the A&M campus

Permanent Memorandum Update

- Permanent Memorandum has been approved at the Oct 8th ITGC meeting.
- Goal will be to have University approval by Jan 31st, 2021
- Members of the new council will be identified and seated by Feb 28th, 2021
- First meeting of new committee will be held by March 30th, 2021

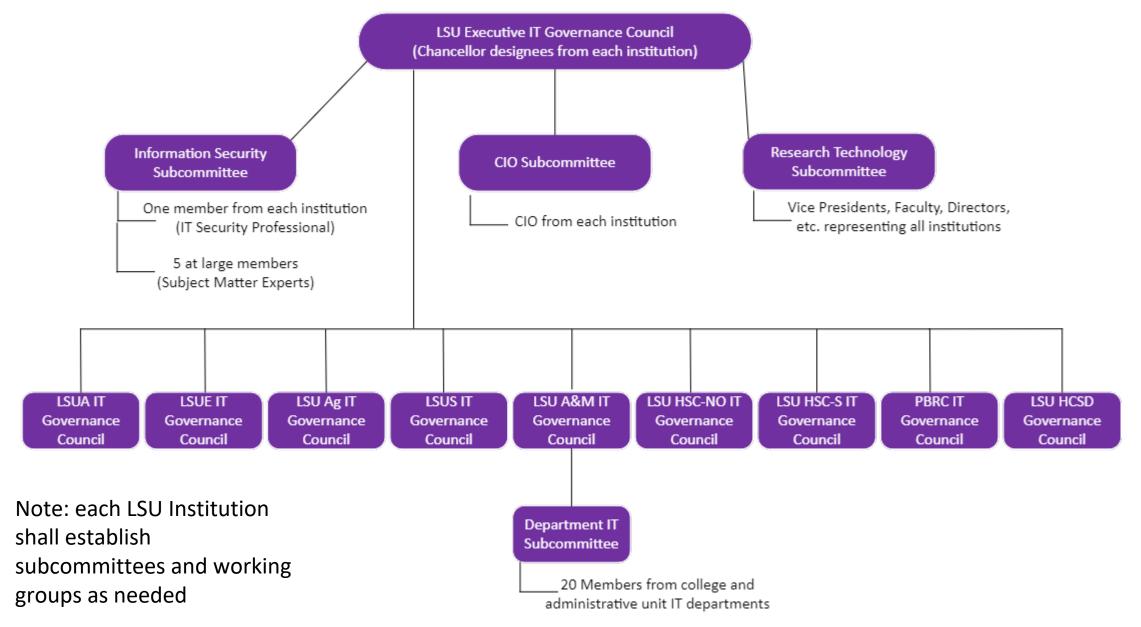
Information Security Subcommittee Update

- Subcommittee charter officially approved by ITGC in September
- Committee is fully seated with 13 voting members.
- Subcommittee has held 2 meetings (3rd is scheduled)
 - Subcommittee plans to meet bi-weekly for the foreseeable future
- First order of business was to review and finalize audit responses for 5 of the 15 findings.
- Next the subcommittee will begin work on System Wide IT Security Policies (per the audit)

LSU A&M Local IT Subcommittee Update

- Charter has been approved at the Oct 8th meeting of the ITGC.
- Most of the 20 committee members have been identified and seated on the committee
- First meeting will be held the week of Oct 19

LSU IT GOVERNANCE STRUCTURE

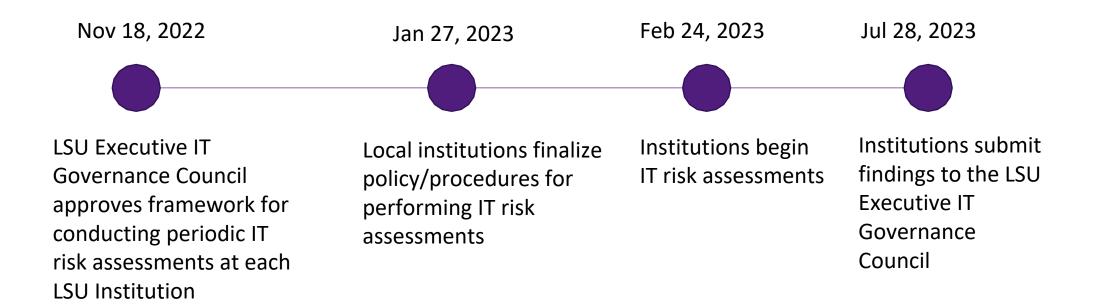


Timelines for Audit Responses

Item #1: IT Governance Timeline



Item #2: Risk Management Timeline

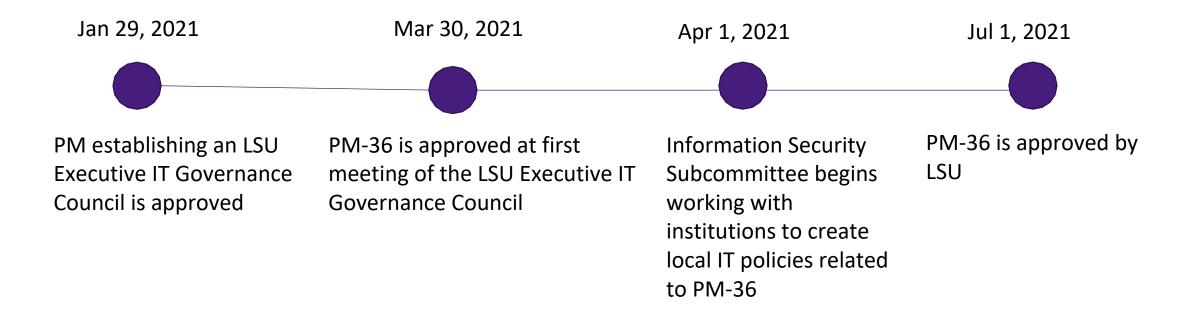


Item #5: IT Strategic Planning Timeline

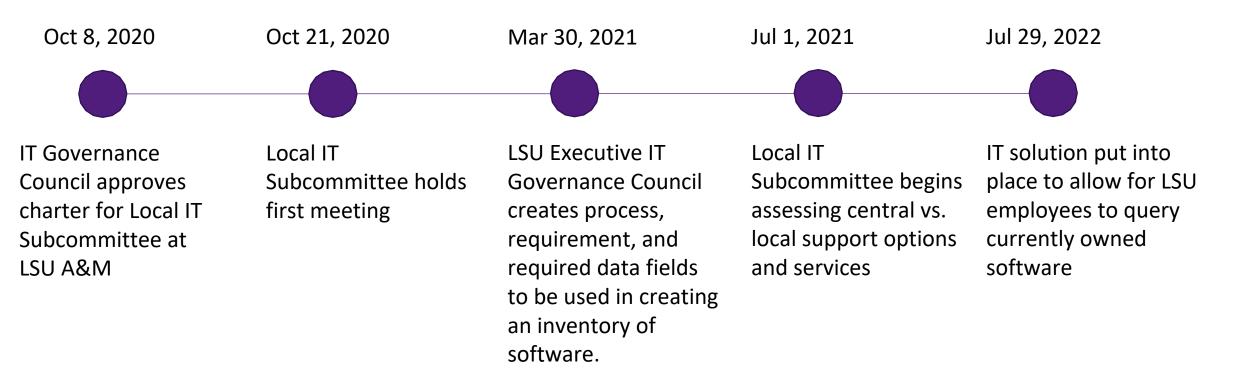


planning and IT risk management

Item #7: IT Policies (Standards, Procedures)

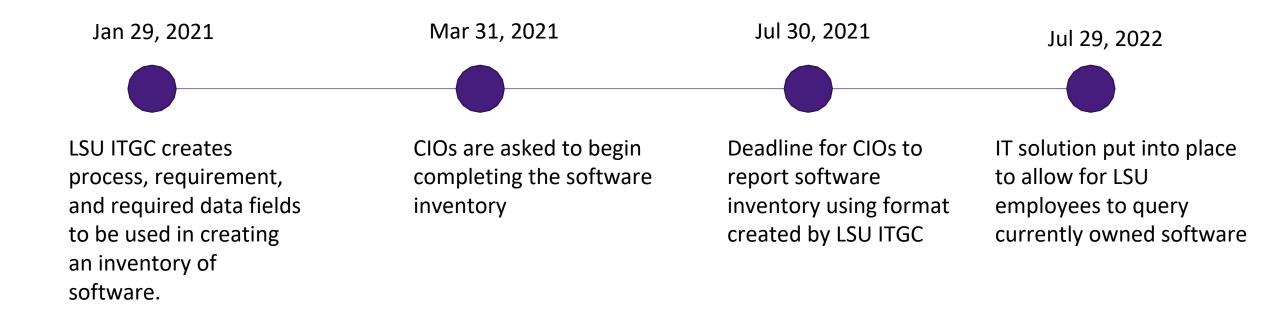


Item #9: Distributed IT/Shared Services Strategy Timeline



Questions?

Item #3: Asset Management Timeline



Item #4: IT Governance Measurements and Metrics



Item #6: IT Costs



Item #8: Student Technology Timeline

Sep 30, 2022

LSU IT Executive Governance Council defines requirement for each student tech fee institution to provide to the Council details of the student tech fee process along with evidence that it is publicly available.

Jan 27, 2023



Each student tech fee Institution submits documentation to the LSU IT Executive Governance Council verifying the presence of a transparent student tech fee process.

Item #10: IT Funding Model



Item #11: Project Prioritization Evaluation Process



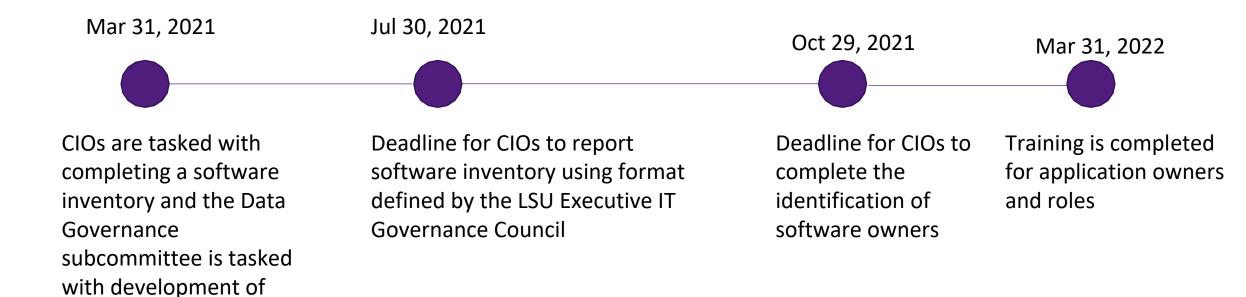
Item #12: Accountability and Oversight



Item #13: Research and Grants IT and Information Security Requirements Timeline



Item #14: Enterprise System/Application "Owner" Roles/Responsibilities

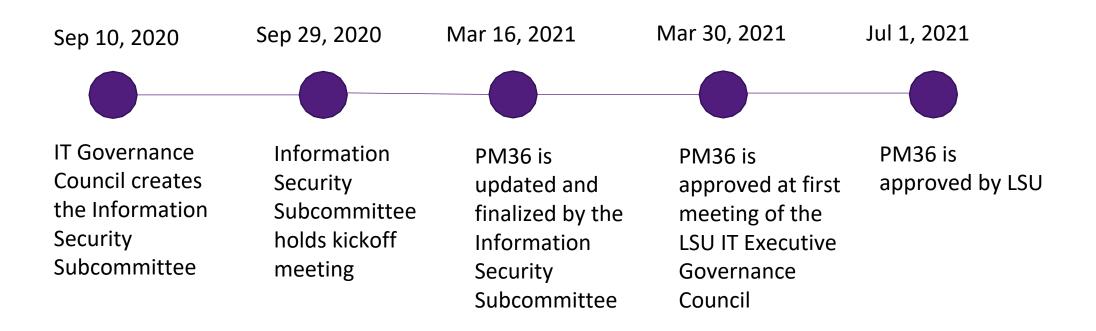


documentation and

training materials on

owner roles

Item #15: PM-36 Draft Timeline*



*This timeline could be compressed as the Information Security Subcommittee finalizes PM-36. IT Governance Council will approve and move PM-36 forward if this happens before March 30, 2021.