CAUDIT 2013 Annual Report

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ABOUT CAUDIT

The Council of Australian University Directors of Information Technology (CAUDIT) is an industry-wide group representing the Information Technology (IT) Directors / Chief Information Officers (CIOs) of all universities in Australia and New Zealand together with universities in Papua New Guinea (PNG) and the South Pacific Islands and major Commonwealth Research organisations such as the Australian Institute of Marine Science (AIMS), the Commonwealth Scientific and Industrial Research Organisation (CSIRO) and the Defence Science and Technology Organisation (DSTO).

CAUDIT negotiates collective procurement agreements, provides professional development, undertakes projects and fosters collaboration through the sharing of ideas, experiences and best practice amongst its members.

With 57 members who contribute strategic IT leadership to their universities / research organisations, CAUDIT is able to speak authoritatively to government, industry and university bodies on all aspects of IT.

VISION

CAUDIT’s vision is that leaders in universities, Government Departments and industry recognise both CAUDIT and its members as an important source of strategic advice on the use of Information Technology in Higher Education.

ABOUT THIS REPORT

The CAUDIT 2013 Annual Report includes information on activities conducted during the period 1 January 2013 to 31 December 2013.
CAUDIT’S MISSION

CAUDIT’s Mission is to enhance its member’s ability as key strategic advisers on the use of Information Technology in Higher Education. It will achieve this by focusing on the following six strategic pillars:

- Transforming Teaching, Learning and Research
- Providing Thought Leadership
- Delivering Strategic Procurement and Shared Services
- Continuing Professional Development
- Enabling Collaboration and Knowledge Sharing
- Promoting Evidence Based Practice
Once again, 2013 proved to be a year that really confirmed why CAUDIT succeeds as an important source of strategic advice on the use of Information and Communication Technology in Higher Education.

In April, CAUDIT’s biennial flagship conference was hosted in Hobart by the University of Tasmania, attracting over six hundred delegates. THETA is a joint effort, led by CAUDIT and assisted by the Council of Australian University Librarians (CAUL) and the Australian Council for Online and Distance Education (ACODE). This year’s conference was a tremendous success and I would like to thank all the members of the Organising Committee, the Program Committee, the Conference and Vendor Experience Committees and their many volunteers, for once again producing the quality we have come to expect of our biennial conference. The baton (in the shape of a Tasmanian Devil) was handed to Griffith University for 2015. Planning is already well underway and we look forward to seeing you on the Gold Coast in 2015.

The quality of Members Meetings continues to increase. In particular, the Spring Members Meeting trialed a workshop format that produced a wealth of information that will be used to create working parties and to focus CAUDIT’s efforts in 2014.

The new Managers Program ran for the first time in 2013 and received overwhelmingly positive reviews from attendees and complements the CAUDIT Leadership Institute within our professional development program. CAUDIT continues to work with members to develop programs that provide value back to the sector.

In 2013, a new approach was taken for the development of the ‘CAUDIT Top Ten Issues’, with a comprehensive literature review being used to compile candidate issues, taking into consideration information from research organisations, other Higher Education IT Associations, vendors and the media, before putting the issues to the vote. This successful approach will be further expanded upon in 2014.

In 2013, the value of the CAUDIT strategic procurement function to members, was confirmed, with a much greater participation in our annual procurement survey which provides information about which vendors universities will focus on in the future, what their strategic value is and their intent to purchase in 2014.

In 2013, CAUDIT entered into a multi-year agreement with Australian company Magnetized Markets, to make use of their award winning software VendorPanel, a cloud-based application which is designed to simplify the management of suppliers and provide information to all CAUDIT members about offers that are available to them.

“As we commence 2014, we look forward to a new era at CAUDIT... a new enthusiasm to discover what contribution CAUDIT can make to the improvement of Higher Education across the region.”
During 2013, we bade farewell to two valued staff members: Richard Northam who served CAUDIT for nine years as Project Manager, General Manager and inaugural CEO; and Patricia McMillan, Director of Strategic Initiatives and Members Services who joined CAUDIT in 2011.

In August, we welcomed Steven Wojnarowski as Director Analytics and Strategic Initiatives, after more than eight years’ service at Victoria University in Melbourne, specialising in advanced statistical analysis, business intelligence, database design and reporting for strategic planning. Steven introduced a new perspective to CAUDIT Benchmarking, with a focus on providing the first study of longitudinal data stretching back to the first collection in 2007.

As 2013 drew to a close, we welcomed Anne Kealley from the Australian National University as the new CEO of CAUDIT. Anne, who joins us in 2014, comes with a wealth of experience within the sector, having held a number of senior posts at ANU and UWA including General Manager College, Medicine, Biology & Environment and College, Physical and Mathematical Sciences, Acting Director of Division of Information and more recently, Associate Director Service Delivery & Engagement, a portfolio established under her leadership. She has been instrumental in many key IT initiatives, among those the establishment of the ANU Service Desk and work on Service Delivery Benchmarking.

On behalf of the CAUDIT Executive I would like to thank our small and dedicated team of staff for their exemplary work during 2013. Without their efforts, much of what has been achieved for the members of CAUDIT would not have been possible. In particular, I would like to thank Steve Johnston, who during the transition to a new CEO, led the team and supported the CAUDIT Executive and CAUDIT members with extraordinary dedication, a wealth of ideas and unwavering enthusiasm.

Finally, I would like to acknowledge and thank Peter Nikoletatos (ANU), Chris Bridge (QUT), Michael Kirby-Lewis (UNSW), Liz Gosling (AUT), Sendur Kathir (University of Melbourne) and Paul Sherlock (UniSA) for their outstanding contributions to the CAUDIT Executive during 2013. I would also like to thank the various CAUDIT Committees and the members themselves, as the success of CAUDIT is largely through the efforts and voluntary contributions they make.

As we commence 2014, we look forward to a new era at CAUDIT. A new CEO, a new Director of Analytics and Strategic Initiatives and a new enthusiasm to discover what greater contribution CAUDIT can make to the improvement of Higher Education across the region.
CAUDIT STRATEGIC PILLARS

The Strategic Plan of CAUDIT was redeveloped in 2013, incorporating new Strategic Pillars to carry CAUDIT forward in 2013/2014.

TRANSFORMING TEACHING, LEARNING & RESEARCH

Teaching, Learning and Research are the core business of all CAUDIT member universities. CAUDIT provides strategic support to IT Directors/CIOs and IT Professionals across the sector so that they can take a proactive leadership role within their institutions towards the goal of intelligent and innovative use of Information Technology as an enabler of Teaching, Learning and Research.

PROVIDING THOUGHT LEADERSHIP

CAUDIT takes a leadership role in supporting IT Directors/CIOs and IT Professionals such that they are widely recognised as an important and forward looking source of high quality strategic advice on Information Technology in Higher Education both domestically and internationally.

DELIVERING STRATEGIC PROCUREMENT & SHARED SERVICES

CAUDIT works with IT Directors/CIOs and IT Professionals and vendors to develop strategic partnerships that deliver mutual value to members and vendors by leveraging the collective spending power of members and identifying opportunities to de-duplicate service delivery by facilitating shared services/facilities regionally, nationally or internationally for the direct benefit of members.

CONTINUING PROFESSIONAL DEVELOPMENT

CAUDIT provides or facilitates high quality professional development opportunities for IT Directors/CIOs and IT Professionals that contribute to their Continuing Professional Development to advance the intelligent use of Information Technology in higher education.

ENABLING COLLABORATION & KNOWLEDGE SHARING

CAUDIT facilitates environments whereby IT Directors/CIOs and IT Professionals can readily collaborate with each other, share knowledge and best practice, and identify domain or discipline experts who can assist them. Further, CAUDIT facilitates communities of practice across the sector to help IT Professionals build networks and share experiences.

PROMOTING EVIDENCE BASED PRACTICE

CAUDIT takes a questioning approach to IT practice within higher education with the view to helping members plan and deliver IT Services that represent industry best practice and support the use of analytics to improve the student experience.
THOUGHT LEADERSHIP

SUMMARY

In 2013, CAUDIT took a leadership role in developing the intellectual capital of the organisation and its members such that they are widely recognised as an important source of strategic advice on Information Technology in Higher Education both domestically and internationally. CAUDIT delivers this through a number of ongoing and new initiatives.

2013 TOP TEN ISSUES

CAUDIT members meet annually to workshop various issues that are affecting their individual institutions. What emerges from these discussions is a sector-wide trend and a Top Ten list of the most significant areas of interest.

In 2013, a new approach was taken with the development of the Top Ten. A comprehensive literature review was used to compile candidate issues taking into consideration information from research organisations, other Higher Education IT Associations, vendors and the media.

A voting process was then used to identify the final top ten – providing the opportunity to give more specific information about the identified issues.

1. **Supporting and Enabling Research**

   The support needs of researchers are different from those of more traditional corporate or business users, often requiring the use of bespoke systems or software. In addition, research is becoming increasingly collaborative and through federally-funded programs like the National Collaborative Research Infrastructure Strategy (NCRIS), researchers are requiring access to shared instruments and utilizing shared services in their research.

   This shift has exposed a need for a more integrated set of Information Technology (IT) support services for researchers that by necessity involves traditional IT departments. At the same time, advances in technology that supports high performance computing and visualization are increasing at an unprecedented pace.

2. **Support and Enabling Teaching and Learning**

   Technology has become a pervasive element of the education experience for all students. Traditionally, universities have used technologies like Blackboard, Desire2Learn and Moodle. As the recent hype around Massive Open Online Courses (MOOCs) has demonstrated, innovations in technology can have a disruptive influence and far ranging effects.

   Enabling learning and teaching goes beyond Learning Management Systems (LMS) with technology integral to the deployment of effective learning spaces and the flipped classroom. IT has a key role to play as a partner in assisting the Learning and Teaching community to implement technology and foster innovation.

3. **Positioning IT as a Catalyst and Using Analytics to Transform the Business Functions at the Institution**

   IT plays an important role in systems underpinning the core business processes of the institution, albeit as a service provider. IT also has significant potential to drive innovation to transform business processes and support learning, teaching and research. Innovation and transformation come with inherent risks with few IT leaders granted a remit to encourage this. The development of trusted relationships with senior leaders, key stakeholders and the broader community allows IT to be viewed as a trusted partner that can act as a catalyst for transformation.

   Institutions hold a considerable amount of data about their operations that is underutilised. There is an increasing imperative to use data and business intelligence tools to support decision-making. Operationally, data analytics can inform and guide the decisions of University leaders to improve efficiency and measure and demonstrate value. The use of analytics can also help institutions build predictive models to highlight at-risk students and enable early intervention – leading to greater student retention and completion.
Funding IT to Effectively Support the Strategic Mission of the University

Universities Australia reported decisions by the Federal Government in 2012 had wiped almost $1B off forward estimates for research funding in Higher Education. A further 2% ($900M) efficiency dividend was subsequently announced in April 2013. Universities will be expected to reduce costs by 2% in 2014 and 1.25% in 2015. At the same time, analysis of CAUDIT benchmarking data revealed that across Australia and New Zealand, spending on IT had fallen by 4% between 2010 and 2011, mostly as a result of budget cuts.

IT leaders report that they are under continuing pressure to operate more efficiently and deliver savings. Whilst many acknowledge that IT is a key enabler underpinning administration, learning, teaching and research, there remains a continuing perception that IT is a cost centre, rather than a key strategic investment.

IT Leaders need to engage with senior leadership to change these perceptions. They need to deliver IT services clearly aligned to the mission of the institution with strong systems in place clearly demonstrating to university management the value and contribution that IT makes.

Managing Security and Privacy in a Hybrid Environment of Multiple Sourcing Options

Cyber-attacks are increasingly sophisticated and motivated by a desire to access data held by universities with potential commercial value. Universities are also attractive targets for third-party attacks via high-speed research and education networks. The increasing use of personal devices, cloud services and alternative-sourcing models has led to a more complex security and privacy environment.

Universities are under increasing compliance demands and the reputation damage that can result from breaches can be significant. IT Leaders need to ensure adequate measures are in place without any additional or overburdening demands on staff and students.

Leveraging Cloud Services in a Coordinated and Strategic Manner

High quality cloud-based services are now broadly available. The scale of global commercial markets allow the provision of convenient, functional services that exceed those that could be sustainably provided by internal IT departments. To support their work or research activities universities use these services, either free or by payment of a nominal fee.

Cloud services present challenges for the institution not immediately visible to an individual professional or academic staff member. IT Leaders need to consider data sovereignty, performance, policy and legislation that can present very real challenges to the leadership of the institution. Hidden costs also need to be considered.

Institutions will not be able to ignore cloud services, nor will they be able to effectively mandate staff to use a particular service. IT Leaders will need to develop strategic partnerships with cloud providers either individually or through aggregated arrangements to deliver relevant services, as well as educate and guide professional staff and academics.
Attracting and Retaining IT Staff and Preparing Them for a Very Different (Near) Future

Graduation rates of IT professionals in Australia and New Zealand have declined coinciding with a sizable cohort of IT professionals nearing the end of their careers. During October-December 2012, a shortage of 4,600 IT professionals existed in Australia. Universities are operating in an environment of increased competition for qualified IT staff and tightening budgets.

At the same time, core IT offerings are moving to third-party vendors and cloud providers. Student and staff e-mail is one such example, with almost every institution in Australia and New Zealand now using cloud-based services. This represents the beginning of a trend towards attractive, commoditised service offerings.

IT leaders will need to implement new and innovative strategies to attract IT professionals, focus on retaining existing high-quality staff and implement practical workforce transformation strategies recognizing and addressing the changes needed in skill sets.

Developing a “Digital Strategy” for the Future

The explosion of MOOCs in the higher education space has created considerable hype, but underlying that is a trend for greater consumer choice in the delivery of education. As commercial entities unencumbered by traditional models enter the space, universities will face increased pressure to react to those trends and compete in a global education marketplace.

Many universities will need to consider what their digital strategy might be, including identifying key components and how they work together. IT leaders have a key role to play in partnership with the Learning and Teaching community to chart a digital strategy ensuring the institution remains relevant and competitive.

Ensuring University Services are Available Anywhere, Anytime

IT forms part of the core infrastructure supporting the business of the institution. Increasing the use of technology to deliver education is just one of many examples of the important role that IT now plays. Students and staff demand access to University resources at times outside of traditional operating hours. The next cohort of students have grown up in an environment with 24 x 7 access to the Internet, leading to very high expectations about what a university should provide as part of their university experience.

IT is operating under increasing pressure to cut costs and is insufficiently funded to deliver on student expectations. IT leaders need to develop innovative strategies, including collaborative arrangements with partners, to ensure their services are available when student and staff need them.

Creating Effective Governance Structures Aligning with the Strategic Direction of the University

Across Australia and New Zealand, IT represents a significant investment of 6-7% of institutional revenue. Senior university leaders expect IT governance structures and processes ensure IT resourcing decisions are closely aligned with the strategic direction of the institution and that value for money is achieved.

Sound governance becomes even more important, particularly in an increasingly more complex environment with increased reliance on technology to deliver strategic objectives. IT leaders must create and operate effective governance structures and practices to support coordinated decision making regarding the acquisition and deployment of technology, software and services to achieve university strategic goals.
DEPARTMENT OF EDUCATION

CAUDIT (CEO, members of the Executive Committee and members) continued to provide advice to the Department on matters relating to the deployment and support of national eResearch services. Through this engagement, CAUDIT and the Australian Access Federation (AAF) continued work on enhancing the utility of the AAF in the following key areas:

- **Institutional Service Desk Engagement Program** – the aim of this initiative is to improve end-user support for federated services within the Higher Education and Research Sector. The Framework was built on the sector’s user support strategy to leverage Institutional Service Desks, and in February 2013, Victoria University, University of South Australia, eResearch South Australia, and Intersect piloted support material to enable a joint support channel. Support material is now available to the sector and is being enhanced for a wider audience by the AeRO User Support Project.

- **AAF Virtual Home** – this initiative was completed in April 2013 with the release of the new Virtual Home software to AAF subscribers. The project developed a migration path to assist users of the old Virtual Home Organisation to the new AAF Virtual Home. The AAF Virtual Home is an important identity management system run by the AAF for individuals who need to access services connected to the AAF but who do not have an account with an organisation’s Identity Provider (e.g. collaboration partners).

- **AAF Assurance** – this initiative was completed in July 2013 with the release of the AAF Assurance tool to AAF subscribers. The tool provides appointed identity proofing Registration Authorities within AAF-subscribed organisations to record users who have been assured for a higher level of identity assurance (level 2), as guided by the National Institute of Standards and Technology Special Publication (NIST SP) 800-63-2.

- **Identity Provider Enhancement Program** – this initiative began with a planning phase in 2013, and will be continued in 2014. The Program will enable the AAF to better understand the federated identity management practices in the sector, to identify pain points, and to help the AAF develop material to assist the sector with common issues.

- **Grid Certificates** – CAUDIT is currently awaiting the outcome of the AusCERT certificate re-tendering process as part of this initiative. In 2013, CAUDIT put in place an interim solution with the assistance of the AAF that enables Australian researchers to obtain International Grid Trust Federation (IGTF) certificates from the Taiwanese Academia Sinica Grid Computing Certification Authority (ASGCCA).

In addition to the ongoing engagement with the Department, a number of CAUDIT members have served on the boards of DIISRTE/DoE funded national eResearch service initiatives, including the Research Data Storage Initiative (RDSI), National eResearch Collaborative Tools and Resources (NeCTAR), Australian National Data Service (ANDS), and the Australian eResearch Infrastructure Committee (AeRIIC).

1 The Department of Education was renamed in 2013 and was previously known as the Department of Innovation, Industry, Science, Research and Tertiary Education (DIISTRE).
AUSTRALIAN eRESEARCH ORGANISATION

The Australian eResearch Organisation (AeRO) is a national association of eResearch providers. Broadly its aims are to:

- Accelerate the development and adoption of eResearch practices, capabilities and standards in Australia.
- Stimulate and enhance collaboration between and amongst researchers, research institutions and eResearch service providers nationally and internationally
- Develop strategies for and coordinate and facilitate improved delivery and support of eResearch services and platforms
- Advocate the advancement and adoption of eResearch to researchers, research institutions, government and other organisations

AERO ICT SUPPORT FRAMEWORK PROJECT

The AeRO ICT Support Framework Project hit two minor milestones during 2013: completion of Stage 1 and development of the initial Stage 2 plan. These stages were progressed via the AeRO User Support Working Group.

CAUDIT provides in-kind support to AeRO and participates in both the AeRO Committee and AeRO Project Control Group.
AERO USER SUPPORT WORKING GROUP

In late 2012 AeRO formed the AeRO User Support Working Group (AUSWG) to examine the current state of ICT user support for researchers and to make recommendations for improvement.

Researchers are demanding clients for ICT support. They are time poor and often have highly individualised needs. Currently when researchers require support for ICT services that are managed and delivered from outside of their own organization they have to navigate a range of very loosely coupled, and often opaque user support arrangements spanning multiple service providers.

These service providers, which include CAUDIT Member Organisations (typically universities and CSIRO), AeRO Members, e-Research infrastructure providers and even individual research communities, and the type of support they provide, are depicted in the following graphic.

As a result of significant analysis of the current state support arrangements by the Working Group the following conclusions can be drawn:

- There is clearly scope for improving the level of “self-support” across most service providers
- Tier 1 help desks are well established and many are underpinned by industry standard help desk systems and service management frameworks such as ITIL
- Tier 2 support exists primarily in CAUDIT and AeRO Member organisations whilst Tier 3 support is spread more widely
- There appears to be only loose coupling between Tier 1, 2 and 3 when considered across different organisations
- While there are knowledge bases in operation between Tiers 1, 2 and 3 within organisations there is little evidence of knowledge bases operating between organisations
- The current support arrangements are clearly not optimal

The primary challenge for the sector is to build a community support service which presents the tiers to researcher as one service as far as possible, via one set of service levels in one service catalogue, supported by trusted local providers.

The Working Group envisioned a future state whereby ICT support for researchers is both highly effective and highly coordinated across a range of different service entities. This requires very open movement of information and service commitment across all Tiers, a knowledge base available to all Tiers, a mechanism for ensuring that all service providers understand their obligations and ongoing lightweight governance of the overall service framework.
STAGE 1 RESULTS

In this stage there were four major objectives:

1. Development of a knowledge base;
2. Development of standard support templates and protocols;
3. Establishment of a User Experience (UX) directory; and
4. Support for new NeCTAR and RDSI services.

Stage 1 was completed on-schedule for demonstration at the eResearch Australasia conference 21-23 October 2013. This stage demonstrated the potential cost savings of lightweight models for integrating cross-provider ICT support for researchers.

The project developed a Generic Tier 1 Support Package containing service protocols, templates, knowledge bases, and training material (available on the AeRO Wiki website https://sites.google.com/a/ersa.edu.au/aerowiki/home).

The support framework was tested with nine representative eResearch service providers that included researcher-facing services (such as the Genomics Virtual Lab and Quadrant) as well as research infrastructure services (such as the AAF and CloudStor).

To demonstrate ease of reuse in institutional support systems, the framework’s knowledge repository was republished in the University of Sydney’s implementation of ServiceNow – a common self-help package widely implemented in universities. A ticketing hub was also evaluated as part of the framework to help manage support workflows and issue escalation.

Financially, the project spent $176,000 during Stage 1, less than budgeted for that first project stage. If all current and future financial contributions from stakeholders are received, there will be $273,000 remaining of project funding for Stage 2.

STAGE 2

Commencing in 2014, stage 2 considers engagement and uptake of support material by institutional help desks as a pivotal component to developing a connected support community. The key objectives of this stage are:

1. Save Everyone Time Collecting Research Service Information
   The project will create an open repository of research support knowledge and make that repository available directly to researchers and all known service and support providers.

2. Improve User Support Practices with Templates and Protocols
   The project will provide standardise support templates and protocols to enable developers and service providers to incorporate mature consistent practices based on these templates and protocols. Example templates and protocols are for: embedding Tier 0 self-support in services, providing Tier 1 FAQs, resolving Tier 2 complex support issues, and communicating Tier 3 service events proactively.

3. Improve Service Usability and Researcher Tier 0 Self-Support
   The project will establish a directory of User Experience (UX) specialist services, and use these UX services to conduct lightweight UX reviews of existing services. A UX review will also be conducted on the service knowledge base itself. These UX service reviews will assist in improving usability, reducing support need and lift quality of provided research services.

4. Support New Research-Led Services from RDSI and NeCTAR
   The project will support the inclusion of the wave of new research-led services, created from RDSI and NeCTAR such as the Virtual Labs and Research Tools, into these improved support arrangements. The project will provide a consistent UX style guide for RDSI and NeCTAR RC node services. The project will assist in ensuring higher researcher usability, enabling more self-support, lower support demand and improve access to support when required.

Further information on this project can be found at: https://www.caudit.edu.au/news/aero-it-user-support-framework-project
COALITION OF HIGHER EDUCATION IT ASSOCIATIONS

Starting as an informal meeting during the 2011 EDUCAUSE Annual Conference, the Coalition of Higher Education IT Associations (CHEITA) first met formally in 2012.

At the 2013 EDUCAUSE Annual Conference, international delegates attending the conference gathered to discuss opportunities for collaboration. At the meeting, each association provided an update on their various organisations, and the top issues that they are facing.

CHEITA is currently working on:

- Establishing a web site to assist collaboration
- Joint effort with respect to benchmarking, including the establishment of an MOU for benchmarking collaboration
- Investigation of the potential for an International Staff Exchange Program

CAUDIT was represented at the meeting by Maureen Klinkert (President), Peter Nikoletatos (Vice-President) and Steve Johnston (Acting CEO).

The following organisations were present at the meeting:

- AMUE (France) – Agence de mutualisation des universités et établissements
  http://www.amue.fr
- CAUDIT (Australia, New Zealand and Oceania) – Council of Australian University Directors of Information Technology
  http://www.caudit.edu.au
- Cineca (Italy) – Consortium of Universities
  http://www.cineca.it
- CSIESR (France) – Le Comité des Services Informatiques de l’Enseignement Supérieur et de la Recherche
  http://www.csier.eu
- CUCCIO (Canada) – Canadian University Council of Chief Information Officers
  http://www.cuccio.net
- EDUCAUSE (USA)
  http://www.educause.edu
- Jisc (United Kingdom)
  http://www.jisc.ac.uk
- JUCC (Hong Kong) – Joint Universities Computing Centre
  http://www.jucc.edu.hk
- RedCLARA (Latin America)
  http://www.redclara.net
- SURF (Netherlands)
  http://www.surf.nl/en
- USICA (United Kingdom) – Universities and Colleges Information Systems Association
  http://www.ucisa.ac.uk
- ZDI (Germany) – Zentrale Dienste Informatik
  http://zid.univie.ac.at

The next meeting of CHEITA will be held at the 2014 EDUCAUSE Annual Conference.
SUMMARY

A key deliverable for CAUDIT is demonstrated in its Strategic Procurement service. This service provides significant value to members by leveraging collective spending power as well as building strategic partnerships. CAUDIT has focused on engaging key vendors to ensure that members have a good understanding of future technology roadmaps to ensure that members can make sound strategic decisions.

GOVERNANCE

PROCUREMENT GUIDELINES

In 2012 CAUDIT introduced a set of Procurement Guidelines to provide guidance and surety of best practice when undertaking negotiations for collective procurement agreements with ICT vendors on a sector wide basis.

The guidelines have been established in order to ensure that procurement arrangements established by CAUDIT:

1. Are value for money
2. Encourage competition
3. Are efficient, effective, economical and conducted in an ethical manner
4. Encourage accountability and are transparent
5. Provide a consistent procurement method meeting the requirements of member organisations
6. Are compliant with legislative requirements

The CAUDIT Procurement Guidelines are based closely on the Commonwealth Procurement Rules (CPRs).

The Governance structure is comprised of three committees: the CAUDIT Executive, the Strategic Procurement Advisory Committee and the Strategic Procurement Governance Committee.

STRATEGIC PROCUREMENT ADVISORY COMMITTEE

The Strategic Procurement Advisory Committee provides advice and guidance to the Director, Strategic Procurement in achieving CAUDIT’s strategic objectives, taking into consideration the needs of members, the CAUDIT Strategic Plan and objectives given by the CAUDIT Executive Committee.

The goals of the committee are:

1. To deliver increased value to members through strategic partnerships with a selected set of vendors
2. To ensure that the Strategic Procurement activities of CAUDIT are aligned with the objectives of the membership

CAUDIT would like to thank the following members of the committee for their contribution during the year:

Chair – Sendur Kathir – University of Melbourne
Ex-officio – Steve Johnston – CAUDIT
NZ Representative – Garron Smith – The University of Waikato
WA Representative – Brian Green – The University of Western Australia
Bruce Callow – Griffith University
Kerry Holling – University of Western Sydney
Nick Gilbert – The University of Sydney
Susie Gorgievski – University of New South Wales
Kieran McPherson – University of Technology, Sydney
USLC Chair – Jeff Stafford – Griffith University
STRATEGIC PROCUREMENT GOVERNANCE COMMITTEE

The Strategic Procurement Governance Committee is an independent committee responsible for providing oversight for all purchasing arrangements established by CAUDIT. The Committee has the following characteristics:

1. It is independent of the Director Strategic Procurement, the Strategic Procurement Advisory Committee and does not take part in any vendor negotiations
2. Provides assurance to the CAUDIT Executive and Membership with respect to the procurement process and probity

The Committee was established in 2013. CAUDIT would like to thank the following members of the committee for their contribution during the year:

Chair – Rick Van Haeften – Australian Catholic University
Phil Brimacombe – University of Auckland
Ian Hill – Curtin University

Rob Irving – University of New England
Anne Cameron – Swinburne University
Observer – Steve Johnston – CAUDIT

VENDOR INFORMATION AND ENGAGEMENT

CAUDIT represents a large sector across Australia and New Zealand with an annual IT expenditure of almost $2B. Vendors of all shapes and sizes are interested in engaging with CAUDIT to gain access to some of that expenditure, often without understanding how CAUDIT operates or how best to engage with the sector.

The key objectives of CAUDIT’s vendor engagement are as follows:

1. To simplify processes
2. To share Information, good practice and technology roadmaps
3. To aggregate demand for the benefit of members and vendors
4. To provide standardisation within the sector where possible
5. To reduce costs for members and vendors

The benefits of these objectives are evident to both CAUDIT members and vendors.

CAUDIT provides a set of summary documents to assist members to better understand CAUDIT and its members. The portfolio includes:

- Frequently asked questions
- CAUDIT Annual Report
- CAUDIT “Top 10” issues
- CAUDIT Procurement Guidelines
- CAUDIT Strategic Plan
- Key Contacts
- University Statistics Summary

As a set, these documents provide a firm basis for discussion when new vendors approach CAUDIT – and therefore ensure the best use of CAUDIT’s procurement resources.
PROCUREMENT PORTFOLIO

The CAUDIT Procurement Portfolio provides key information about vendor offers that may be of interest; it is a key reference document supported by the CAUDIT website and the VendorPanel website.

The latest version of the Procurement Portfolio was published as a PDF in November 2013. The portfolio contains:

- Details of the procurement processes used by CAUDIT
- Three vendor panels (Microsoft LAR, Professional Conference Organisers and RDSI Storage)
- 19 vendor offers (AMX, Apple, AusCERT, AusCERT Certificate Service, Cisco, Citrix Online, Citrix Systems, Hitachi Data Systems, Juniper Networks, Microsoft, Microsoft Premier Support, Oracle, Parallels, Proactive, Red Hat, Remasys, ServiceNow, SIMS Recycling and VMware)

As VendorPanel is fully commissioned in 2014 the need to publish a portfolio in this form may diminish – this will be considered in consultation with the Strategic Procurement Advisory Committee and the Strategic Procurement Governance Committee.

ANNUAL PROCUREMENT SURVEY

The Annual Procurement Survey is an activity to obtain information from CAUDIT members about their plans for the following year. It supports the Strategic Procurement Advisory Committee and Director Strategic Procurement as they put together plans for vendor engagement.

In 2013, 37 responses were received (up from 30 in 2012), providing information about which vendors universities will focus on in the future, what their strategic value is, and their intent to purchase in 2014.

Based on the survey, CAUDIT Strategic Procurement has received strong endorsement to focus on desktop equipment and infrastructure hardware and this has been supported by the expected spend figures, highlighting:

- Dell (Desktop/Laptops)
- Cisco
- IBM (Storage/Server)
- Fujitsu
- HP (Desktops/Laptops)
- Apple

Secondly, the major software vendors:

- Microsoft
- VMware
- Red Hat
- Oracle

Significant expenditure was also identified with telecommunications companies: AARNet ($38.9M), Telstra ($18.4M) and Optus ($6.6M).
STRATEGIC VENDORS

CAUDIT works closely with Strategic Vendors to improve the engagement between those vendors and CAUDIT members. For 2013, the identified vendors were Cisco, Microsoft and Oracle.

- **Cisco Systems** – CAUDIT members have a strong relationship with Cisco; in 2011 the first formal offer between CAUDIT and Cisco was established. A formal program has been put together to improve the relationship between CAUDIT and Cisco – ccEngage

- **Microsoft** – this is the longest standing vendor offer and it represents a strong relationship between CAUDIT Members and Microsoft. 2013 is the last year of the current three-year agreement. Negotiation for renewal will commence in early 2014

- **Oracle** – Oracle has been a key focus for a number of years and it is acknowledged that a long-term focus will be required for Oracle to understand the Higher Education sector (and vice versa) and to establish a beneficial and collaborative relationship. Oracle has a unique approach to the market that can be a barrier to engagement. CAUDIT, the Strategic Procurement Advisory Committee and the University of Melbourne are working closely with Oracle to identify desirable benefits to the engagement

In November 2013, as part of a visit to the EDUCAUSE conference in Anaheim California, the Acting CEO and a group of members visited each of these key vendors at their home campus, as part of the broader engagement program with each vendor.

RENEWED AGREEMENTS

CAUDIT has been working hard to streamline the annual renewal processes with all vendors, in particular with regard to large vendor offers such as the VMware and Microsoft offers.

To facilitate a smooth renewal process, CAUDIT has worked to ensure:

- **Renewal times and timeframes are sensible** – shifting the 31 December Microsoft renewal to 30 November (along with the February renewal timeframe) to avoid the end of year processing rush), and ensuring that paperwork is with resellers and universities as early as possible

- **Annual price changes are reasonable** – contracts have been established to ensure that an annual increase in price is built-in (and known) but reasonable in comparison with the Australian Consumer Price Index (CPI). The increase is typically in the region of 3% per annum

- **Large price variations are avoided** – at the end of contract periods renegotiation may result in a large changing in price (a change that is not commensurate with CPI). By allowing annual price increases at a reasonable level, there is less demand upon vendors to jump up pricing at renewal

- **Renewal processes commence with sufficient time for negotiation** – software organisations are changing in line with broader changes within IT – a shift toward end-user subscription and cloud-based services.
RDSI

The Australian Government’s 2009-10 Budget included an announcement of $97 million to be provided for Data Storage and Collaboration Infrastructure, funded through the Super Science Initiative and sourced from the Education Investment Fund (EIF). This infrastructure is being implemented through two separate but closely related projects:

- $47 million has been provided to support the University of Melbourne led NeCTAR Project (National eResearch Tools And Resources). The NeCTAR Project will enhance frequently used research tools, develop exemplar digitally enabled laboratories and establish virtual server and cloud infrastructure able to support the next generation of research ‘apps’
- $50 million to be devoted to the Research Data Storage Infrastructure (RDSI) Project to enhance data centre development and support retention and integration of nationally significant data assets into the national collaboration and data fabric

The benefits from better-managed and more accessible research data are being sought everywhere across the research sector. At the same time, the acceleration in the generation of data is outstripping growth in data storage capacities.

Therefore, the RDSI Project represents a timely investment that is aimed at strengthening Australia’s capabilities in data intensive research and data intensive research collaboration.

The VePa (Vendor Panel) program of RDSI has established a vendor panel for use by RDSI, its nodes and the sector. Since the first tender in 2012 and subsequent tender in 2013, the panel is now open for submissions on a continuous basis. The following vendors are currently on the RDSI list:

- ASI
- Cisco
- Data Direct Networks
- Dell
- EMC
- Frontline
- HP
- Hitachi
- IBM
- Intersect
- iQ3
- NetApp
- O2 Networks
- Safewell
- SGI
- VPAC
- VPAC
- Xenon
- XO Stor

CAUDIT members throughout Australia and New Zealand are eligible to access the contractual agreements and pricing established by this tender – further extending CAUDIT’s procurement offerings.

During 2014 the RDSI Vendor Panel will be handed over to CAUDIT.
NEW VENDORS

In 2013 new offers were established from the following vendors:

- **AppSense** – The AppSense software allows the decoupling of user and device within a Microsoft environment, improving the operation of roaming profiles and assists with Windows migration, virtualization and BYOD. The offer is a simple pricing offer to members of CAUDIT based upon a rate per EFTSL.

- **CDM Cabling & Electrical** – CDM is offering a one-stop-shop for all cabling and electrical needs. CDM provides business-as-usual, project works, fault-finding and repair across all aspects of ICT infrastructure.

- **O2 Networks** – O2 Networks is a provider of professional services in the network and network security realm, and are the leading provider of networking and security professional services for Application Delivery Networks. A special rate card has been offered to Australian universities based upon a time and materials engagement model. The rates offered represent a discount of 12-15% off O2 Networks’ standard daily rates.

- **Service Quality** – Service Quality is an Australian-based, Australian-owned company based in Queensland and specialising in Service Management Solutions and ITIL. Service Quality have partnered with Cherwell Service Management Software to provide an ITIL driven business management solution to CAUDIT members.

VENDORPANEL

CAUDIT entered into a multi-year agreement with Australian company Magnetized Markets (http://www.magnetizedmarkets.com.au) to make use of their award winning software VendorPanel.

VendorPanel is cloud-based application designed to simplify the management of suppliers and provides information to all CAUDIT members about offers that are available to them.

More vendors will be introduced to the system during 2014, along with new panel agreements as they are created.
SUMMARY

Professional development and the sharing of knowledge between colleagues and members remains a key value of CAUDIT. In 2013, CAUDIT focused on increasing the value of its existing programs and continuing to foster the sharing of information, policies and good practice.

CAUDIT LEADERSHIP INSTITUTE

DIRECTORS REPORT

The CAUDIT Leadership Institute continues to be a highly regarded professional development opportunity within the annual CAUDIT program of activities. 2013 was the sixteenth time the CAUDIT Leadership Institute has been offered to the sector, and was held in August in Kingscliff NSW. There are 48 places available for aspiring leaders, and in 2013 28 CAUDIT Member Institutions sent delegates.

After four years as a faculty member, I was honoured to be asked to take over from Stephen Whiteside, CIO of University of Auckland as Institute Director. I would like to acknowledge Stephen’s leadership over the last 3 years, and intend to continue his good work to develop the Institute for members’ benefit.

In 2013, we said farewell to Peter Nikoletatos, CIO of ANU, who has been a faculty member for five years. Peter’s contribution to the Institute was greatly appreciated by participants and faculty.

Two new faculty members joined the Institute in 2013, Michael Kirby-Lewis, CIO of UNSW and Margie Jantti, Director, Library Services, University of Wollongong.

During 2013, a new team building activity was introduced, in the form of a Master Chef class. The Institute has an ongoing commitment to health and wellbeing with the inclusion of Yoga, beach walking and cycling activities.

The CAUDIT Leadership Institute is an extremely positive experience for delegates. It continues as a dynamic, immersive program designed to enhance the leadership skills of Australian and New Zealand information technology and information resources managers in higher education. It is an outstanding opportunity to share information with peers and participate in hands-on learning experiences.

The following chart shows participants’ ratings for individual characteristics of the event.

Liz Gosling -
Institute Director

“ The CAUDIT Leadership Institute is an extremely positive experience for delegates. It continues as a dynamic, immersive program designed to enhance the leadership skills of Australian and New Zealand information technology and information resources managers in higher education.”
2013 CLI FACULTY

Director / Speaking with Impact
Stephen Whiteside, Director Organisational Performance & CIO, The University of Auckland

Interpersonal Communications / Speaking with Impact / Successful Influencing
Carrie Regenstein, Associate Vice Provost, Computing Services (retired), Carnegie Mellon University

Effective Teams / Organisational Decision Making / Belbin Profiling
Liz Gosling, Director ICT Services, AUT

Situational Leadership
Peter Nikoletatos, CIO, Australian National University

Emotional Intelligence / Leading and Managing Change
Gene Spencer, Consultant, Formerly Bucknell University

Leading and Managing Change
Michel Kirby-Lewis

Organisational Decision Making / Managing your career
Margie Jantti, Director, Library Services, University of Wollongong

CAUDIT Representative and Support
Cassandra Spencer

Administration Support
Alana Deghelli
2013 CLI GRADUATES

Matthew Ahern
Griffith University

David Body
The University of Auckland

Kerrie Bradley
University of Western Sydney

Paul Brown
Griffith University

Neville Caine
University of Melbourne

Ruth Cavanna
University of Technology, Sydney

Jeremy Egan
University of Ballarat

Jordan Faletti
Curtin University of Technology

Helen Francis
Charles Sturt University

Phillip Gauke
University of Western Sydney

Maurice Gaut
University of Otago

Susan Gibson
University of Technology, Sydney

Mark Gregson
Queensland University of Technology

Philippa Hawker
University of Otago

Darryl Hemsworth-Smith
University of Newcastle

Simon Huggard
La Trobe University

Amanda King
Auckland University of Technology

Julie Land
James Cook University

Tim Lane
Southern Cross University

Rob Lee
The University of Adelaide

Trevor Luker
University of New England

Michael Lymbery
Southern Cross University

Justin Mason
University of Canberra

Annette McGuiness
Australian Catholic University

Antoinette Murphy
The University of Sydney

Nadine O’Dowd
University of Canberra

Kane Ploenges
Flinders University

David Richardson
Australian National University

Joanne Schaffoeene
The University of Auckland

Arif Shao
University of New South Wales

Jarrod Sharp
University of South Australia

Robert Snape
Australian National University

Jonathan Stefaniak
Australian National University

Bernard Stepien
The University of Sydney

Anthony Stewart
University of New England

James Straker
University of New England

Sanida Supochtamjaree
The University of Sydney

Adrian Tarca
James Cook University

Tom Townsend
University of Canberra

Ivan Wagstaff
The University of Auckland

Roger Wanless
Auckland University of Technology

Michael Watts
Monash University

Michael Wiebrands
Curtin University of Technology

Adrian Wood
Curtin University of Technology

Daniel Verschuren
University of Tasmania
CAUDIT MANAGERS PROGRAM

ABOUT THE PROGRAM

In 2013, the CAUDIT Managers Program was launched with 15 participants travelling to various locations over an 8 month period to experience a series of modules designed to enhance their skills, knowledge and leadership expertise.

The program included several workshop modules, one-on-one coaching sessions, assignments and university visits.

Comprehensive in its approach, the program covers both in-room and individual development opportunities. It is developmental as it extends over a number of months as well. A variety of facilitators who are all outstanding in their fields were used to deliver the modules. Participants were encouraged and challenged to take action and to change behaviour that will result in real cultural change in their institutions.

The target audience for the program was aimed at new and middle managers in information technology and information resources and was limited to a specific number of participants to ensure maximum exposure and interaction between participants and their facilitators.

The 2013 Managers Program consisted of 6 modules and the following member institutions hosted the group:

<table>
<thead>
<tr>
<th>Module 1 - Foundations of Leadership</th>
<th>Host: Australian Catholic University</th>
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</thead>
<tbody>
<tr>
<td>Module 2 - Self Mastery</td>
<td>Host: The University Of Sydney</td>
</tr>
<tr>
<td>Module 3 - The Art of Influence</td>
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<tr>
<td>Module 4 - Authentic Conversations</td>
<td>Host: Queensland University of Technology</td>
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<tr>
<td>Module 5 - Managing Change</td>
<td></td>
</tr>
<tr>
<td>Module 6 - Empowered for Success</td>
<td>Host: University of Wollongong</td>
</tr>
</tbody>
</table>

2013 GRADUATES OF THE PROGRAM

Steffan Bale
University of Wollongong

Jarred Cameron
University of the Sunshine Coast

Colm Cox
Charles Sturt University

Wil Daniels
Australian Catholic University

Mark Davies
University of Western Australia

Mark Farmer
La Trobe University

Karina Foley
The University of Sydney

Rowena Foss
University of Sydney

Adam Graham
Australian Catholic University

Steven Kuk
The University of Sydney

Rosa Luz Bonilla Benitez
University of Sydney

Robert Paton
Charles Sturt University

Daniel Patterson
University of Sydney

Kenneth Smith
La Trobe University

Philip Webster
Queensland University of Technology

“You cannot talk your way into effective leadership.
You have to behave your way into effective leadership.”
The Higher Education Technology Agenda (THETA) conference was held at the Hotel Grand Chancellor in Hobart from 7-10 April 2013.

The theme “The Edge of the World” was selected by the Conference Organising Committee for the three-day program. Social events included a welcome reception, power reception and a conference dinner.

The conference was attended by 567 delegates with 73% of survey respondents given a rating of very good or excellent. This is reflection of the vision, hard work and commitment of committee members along with abstract reviewers, session chairs, keynote speakers and session presenters.

ORGANISING COMMITTEE

Chair – John Parry – University of Tasmania
Members – Peter James, University of Technology, Sydney, Ralph Kiel, Victoria University, Jane Long, University of Tasmania, Patricia McMillan, CAUDIT, Gary Williams, University of Tasmania, Steve Johnston, CAUDIT

PROGRAM COMMITTEE

Chair – Melanie Pittard, University of Tasmania
Members – Bronwyn Davies, University of Tasmania, Wendy Hoyle, University of Tasmania, Deborah Jones, University of Melbourne, Gerry Kregor, University of Tasmania, Di Worth, University of Tasmania, Patricia McMillan, CAUDIT

CONFERENCE EXPERIENCE COMMITTEE

Chair – Karmen Pemberton, University of Tasmania (co-chair), Di Worth, University of Tasmania (co-chair)
Members – Geoffrey Brown, University of Sydney, John Miezitis, University of Tasmania, Marina Lobastov, Australian National University, Patricia McMillan, CAUDIT

VENDOR EXPERIENCE COMMITTEE

Chair – Steve Johnston, CAUDIT
Members – Adrian Dillon, University of Tasmania, Geoffrey Brown, University of Sydney
PROGRAM

The conference was opened in the Federal Concert Hall ten minutes of heart-pounding, blood-pumping drumming involving the entire audience. This was very well received and was a great start to the conference.

The conference continued over three days with a mix of both plenary and concurrent sessions closing on Wednesday afternoon with more drumming, a final keynote presentation, and prize presentations.

An interesting change for presenters this year was the intentional exclusion of lecterns in the concurrent session rooms. Speakers were provided with a lapel microphone and a floor monitor (to view their presentation). This encouraged them to use the floor more effectively and help them engage with the delegates more.

Presentations are available from the THETA website: http://theta.edu.au/program

Delegates were also encouraged to film and submit a 30 second Vox Pops video on how technology has influenced and what the future holds. A total of 39 videos were submitted and then edited by staff from the University of Sydney. The videos were shown at the beginning of each plenary session, with ten videos chosen as the best with the winners presented with a prize in the final session.

An Executive Lounge was setup that provided some light refreshments throughout the conference for members of CAUDIT, CAUL and ACODE as well as keynote/featured speakers. The lounge allowed members to have a quiet area to escape the bustle of the conference, have impromptu meetings, check emails, or have quiet discussions.

SPONSORS AND EXHIBITORS

The Conference was sponsored by the following organisations:

Platinum: Cisco

Gold: VM Ware, Southern Cross Computer Systems

Silver: Amazon Web Services, Hewlett Packard, Acer Computer Australia, Echo360

Bronze: Dell, Laserfiche, AMX, AppSense, Salesforce.com Pty Ltd, Splunk, EB2BCOM, AirWatch, NEC Australia, Frontline Systems Australia

In conjunction with the Exhibition, a Tech Lounge was setup in the Mezzanine Foyer just outside the Exhibition Hall. Microsoft sponsored this lounge and provided new and innovative gadgets that the delegates could look at and play with.

88% of Attendees who completed the online survey rated the exhibition experience as good to excellent.

One of the Exhibition booths was allocated as the University Innovations Showcase and universities were invited to showcase innovations in technology that they have been developing/experimenting with.

“88% of Attendees who completed the online survey rated the exhibition experience as good to excellent.”
2013 CAUDIT MEMBERS MEETING

In 2013 CAUDIT member representatives came together twice in what has become one of the most valued aspects of CAUDIT membership – the Autumn and Spring Members’ Meetings. In an intimate setting during the event, representatives have a platform to discuss individual and shared experiences, new innovations and best practice opportunities. It is a unique opportunity for Australian and New Zealand institutions to collaborate and connect with one another.

Attendance at the meetings was excellent with all CAUDIT members being represented. In addition to providing themed speakers, the meetings were an opportunity to conduct corporate governance meetings and to provide updates to members on key CAUDIT activities.

The Autumn Members Meeting was held in conjunction with THETA 2013 in Hobart from Wednesday 10 April until Thursday 11 April 2013. A key aspect of this meeting was the inclusion of a CIO Stream with local and international presenters from the THETA 2013 conference providing an opportunity for one on one and small group discussions with CAUDIT member representatives.

Themes and speakers at the Autumn meeting included:

- **What's a CIO to do if the network is us?**
  Larry Johnson, CEO, New Media Consortium

- **ICT TechLab**
  Geoffrey Brown, Director of ICT Solutions & Engagement Services

- **UWS Student iPad Initiative**
  Phil Costley, Manager Business Services, University of Western Sydney

- **The key IT challenges facing Cornell and other US institutions**
  Ted Dodds, CIO and Vice President, Cornell University

- **VDI Licensing**
  Brett Roberts, Informatics Experience Director, Macquarie University

- **The Desktop-Free University**
  Brian Clark, Executive Director ITS, RMIT

- **The Shared Data Centre**
  Peter James, Director IT Infrastructure & Operations, University of Technology Sydney

- **Data Storage Services for Researchers**
  Nick Tate, Director, Research Data Storage Infrastructure (RDSI)

The Autumn Members Meeting is an opportunity to provide professional development with representatives invited to bring along respected colleagues.
The Spring Members Meeting was held from Wednesday 6 until Friday 8 November in Brisbane. The meeting took a slightly different format by providing one day of presentation sessions and two days of institutionally relevant perspectives followed by facilitated group discussions. This format acknowledged that whilst there is great importance placed on CIOs to remain at the forefront of delivering advanced technological solutions, it is as important to be reminded of and have the ability to interact with representatives from their key stakeholder groups.

Topics and speakers at the Spring Members Meeting included:

- **Six.Two, Digital Strategy at the University of Wollongong**  
  Cathy Nicastri and Daniel Saffioti, University of Wollongong

- **Special Academic Services (SAS)**  
  Heath Cooper, University of Sydney

- **Collaboration at Auckland University of Technology**  
  Roy Cullum, ICT Operations Manager, AUT

- **University Software Licensing Collaboration**  
  Mark Noonan, Manager, Vendor & Procurement, QUT

- **Tectonic Change in Higher Education**  
  Nicole Engelbert, Global Practice Leader, Ovum

- **Teaching & Learning Perspective 2016**  
  Kylie Readman, University of Sunshine Coast

- **Research Perspective 2016**  
  Ian Atkinson, Director eResearch Centre, JCU

- **The Student Experience 2016**  
  Jade Tyrell, National President, National Union of Students

- **Change, Innovation & Creativity**  
  Dominic Thurbon, Chief Creativity Officer, Change Labs

CAUDIT makes every effort to ensure that the themes and speakers of its members meetings are relevant and interesting and sources engaging speakers from member institutions. This provides an opportunity for members to showcase the diverse range of projects that they are participating in and fosters connections between CAUDIT members as well as supporting the strategic pillar of information sharing and collaboration.

A limited number of sponsorship opportunities were offered during the two events and CAUDIT would like to thank the following companies for their contribution:
CAUDIT ONLINE ENGAGEMENT

CAUDIT provides a number of forums for CAUDIT members to engage with each other and as a vehicle to disseminate information and activities. The main areas of usage in 2013 have been as follows:

CAUDIT eNEWSLETTER

The eNewsletter is a monthly publication prepared by CAUDIT staff which includes updates and advice on CAUDIT activities such as new initiatives, key events, report releases and job vacancies within the sector.

The eNewsletter is intended for circulation to the member representatives and their staff but is also open to those with an interest in CAUDIT activities who may not work for a CAUDIT member institution.

CAUDIT maintains its commitment to not over-saturate member inboxes with email communications and therefore uses the eNewsletter as the main distribution method. Direct email communication is used when the content is of a confidential nature, topic or theme specific or if prompt return replies/responses are required.

Many member representatives take the initiative to circulate their copy of the eNewsletter through their internal distribution lists to ensure that their staff are receiving the updates that are applicable to their portfolios and are aware of what resources are available to them.

FACEBOOK

CAUDIT is relatively new to the Facebook scene however is pleased to note that the number of followers continues to grow, thanks to promotional activities throughout 2013 including an online competition and campaigning through professional development events.

The CAUDIT Facebook profile is a public page and all interested persons are encouraged to follow us.

LINKEDIN

CAUDIT has found that staff of CAUDIT member institutions appear to be most active within the LinkedIn landscape and to further encourage and develop this activity, CAUDIT has established sub-groups that support three of the Community of Practice groups. These are the CAUDIT Leadership Institute alumni, CAUDIT Business Analyst Community, P3M (Portfolio, Program & Project Management) Community, Enterprise Architecture Community and those with a dedicated interest in CAUDIT Procurement activities.

The LinkedIn group is accessible to the staff of CAUDIT member institutions only so as to create a safe environment where exchanges between institutions are not monitored or subject to censorship.

Joining a group is easy – simply visit the CAUDIT LinkedIn page (links on CAUDIT website) and subscribe. Once you are a member of the main CAUDIT group – the subgroups will be opened up to you and you can select to join those that interest you.
GOOGLE GROUPS

CAUDIT continues to maintain distribution lists based on geographic location to encourage discussion and interaction amongst the state based member representatives. Most states are active users of the lists and also participate in regular meetings.

In 2013, CAUDIT migrated these distribution lists from Mailman software hosted by Queensland University of Technology to the universally known ‘Google Groups’. CAUDIT initially trialled the software for its internal staffing communications and found that it provided the same flexibility for users and administration options as the previous software had however, it had the added benefit of holding an online record of all discussions which was seen as a major advantage for users. Members did not experience any disruptions during the transition phase and as a result, many member representatives are now more aware that this communication tool is available to them and are using it more than they did in the past.

Queensland and Victorian member representatives are fortunate to have more formalised arrangements and CAUDIT works in conjunction with QRNO and VDIT in maintaining their group lists.

WEBSITE RESOURCES

Whilst 2012 saw the launch of the refreshed CAUDIT website, 2013 delivered the searchable resources area to members. This was a major challenge for CAUDIT to ensure that all previous resources were migrated over to the new framework without interruption and without loss of records. Particular focus was also given to how the resources were structured and the ease with which members could search through them.

Resources available to staff from member institutions include survey results, benchmarking and procurement reports, presentations from members meetings, Community of Practice materials and members are also able to find and view past webinars from the CAUDIT Connect and RDSI series. Much of the resource content is restricted to member institutions with access being facilitated through the Australian Access Federation framework. It has proven to be a seamless tool for the hundreds of staff that have accessed material over the course of 2013.

During 2013, the CAUDIT website received 26,969 visits and 82,055 page views with 46.5% being returning visitors which is pleasing to see.
LIVE WEBINARS

CAUDIT engages with its broader membership by running regular webinars on various topics. Web-based seminars provide the opportunity to bring together members from across the region at low cost.

In 2013 the majority of webinars have provided updates from vendors, with some evolving into webinar series – providing ongoing technology and program updates.

- **Microsoft** – Microsoft ran a series of Webinars covering areas such as technology updates, offer updates, Premier Support Technical and Management Calls and other topics of interest
- **VMware** – Updates were provided by VMware on their various technologies and the offers available to members
- **VendorPanel (Magnetized Markets)** – presentations introducing VendorPanel and associated with the launch of VendorPanel as a service to CAUDIT Members
- **Oracle** – information about Oracle Linux and Oracle Virtual Machine
- **Other technical presentations** – other technical updates were given by TrendMicro, Sententia, Macquarie Telecom, CDM Cabling and Frontline

In addition to these Webinars, in conjunction with RDSI, a series of eResearch Briefings were conducted, providing technical updates from RDSI Vendor Panel (VePa) panellists including Actifio, Amazon Web Services, Aspera, Compass EOS, SGI, iQ3, EMC and Violin Memory.

VePaTube

Videos from the RDSI Briefings are available at http://www.youtube.com/user/cauditrdsi

The CAUDIT Live! Webinar program is made possible with the support of Cisco.
COMMUNITIES OF PRACTICE

CAUDIT communities of practice are open to all staff at member organisations who want to share information and experiences with peers on a particular aspect of information and communications technologies. Current communities include:

- Portfolio, Program and Project Management
- Enterprise Architecture
- Learning Spaces and Technologies
- Business Analysts
- University Software Licensing Collaboration

CAUDIT publishes information on forming and running a community of practice to assist IT professionals who are interested in forming a peer support network. The information available on the CAUDIT website includes:

- How to join an existing community of practice
- How CAUDIT can assist with a community of practice
- How to start a new community of practice
- Tips on keeping a community of practice running

In addition to the CAUDIT website, CAUDIT has introduced LinkedIn Groups within these areas to promote engagement and facilitate discussion.

P3M (PORTFOLIO, PROGRAM AND PROJECT MANAGEMENT)

The P3M Community of Practice is steered by a reference group including the following members:

- Chair – Murray Parsons, The University of Melbourne
- Diane Bussey, The University of Auckland
- Steve Cox, Flinders University
- Vin Pavincich, UWS
- Sudath Wijeratne, Griffith University
- Simon Zaviska, Victoria University

The reference group meets fortnightly and coordinates communication and activities among the group’s 70 members.
ENTERPRISE ARCHITECTURE

The Enterprise Architecture Community of Practice has the following objectives:

- Establishing a charter for the annual Symposium
- Establishing guidelines for sharing
- Developing an Application Classification Framework
- Developing mechanisms
- Partnering with ITANA to create a regional chapter

The University of Melbourne hosted the eighth annual CAUDIT Enterprise Architecture in Higher Education Symposium in 2013. This year’s theme was Predicting the Play and examined the role of Enterprise Architecture in forecasting the future and establishing repeatable patterns and processes and the creation of change-friendly, sustainable capabilities.

The Enterprise Architecture Community of Practice has established a Yammer network for Enterprise Architecture in Higher Education, with a growing membership and increasingly active discussion threads. Interested people are invited warmly to join at https://www.yammer.com/ea-in-he.

LEARNING SPACES AND TECHNOLOGIES

The Learning Spaces and Technologies Community of Practice has the following aims:

- Engage IT leaders in the area of good design for Learning and Teaching so they can appreciate and represent holistic design concepts in their own institutions
- Explore identified exemplars in learning space designs and understand what facilitates good learning and teaching practice
- Develop some basic best practice guidelines around technology integration to share with the wider CAUDIT membership
- Develop the Community of Practice for Learning Space and Technology across Australia and New Zealand

The Learning Spaces and Technologies Community of Practice ran study tours in 2011 and 2012 with findings of the tour published on a blog (http://cauditlearningspaces.blogspot.com.au).

If you are interested in joining the group, please contact the leader of the group and previous study tours, Sarah Chaloner from the University of Western Sydney.

BUSINESS ANALYSTS

The Business Analysts (BA) community is about connecting people who might not otherwise have the opportunity to interact and to provide pathways to learn about business analysis best practices.

The BA Community encourages the free flow of ideas and exchange of information amongst organisations and generates new knowledge amongst organisations to help people transform their practice to accommodate changes in needs and technologies.

This is a new community in 2013.
UNIVERSITY SOFTWARE LICENSING COLLABORATION

The University Software Licensing Collaboration (USLC) was started in 1998 when Brisbane based universities began collaborating over Microsoft Select licensing for education. The collaboration has matured, based upon mutual cooperation and trust, and has now expanded to include most universities from across Australia and New Zealand. USLC has strong links with CAUDIT through the strategic procurement pillar and reviews, recommends and negotiates software licensing agreements for the sector. The Chair of USLC is a member of the CAUDIT Strategic Procurement Advisory Committee (SPAC).

Through an e-mail distribution list, member web site, regular on-line meetings and licensing workshops, the group has built a strong capability in software licensing. USLC runs an annual two day licensing workshop and members regularly present at conferences.

The current executive of the USLC are:

- **Chair** – Jeff Stafford of Griffith University
- **Deputy Chair** – Mark Noonan of Queensland University of Technology
- **Secretary** – Yvonne Halloran of University of Southern Queensland
- **2 General Members** – Kevin Palmer of Australian Catholic University and Kerrie Maidens of Griffith University
- **Ex Officio** – Steve Johnston, CAUDIT

USLC WORKSHOP

In October 2013, CAUDIT, QUESTnet and the University Software Licensing Collaboration (USLC) hosted a workshop on Software Licensing and Asset Management.

The USLC identified an opportunity to provide a hands-on workshop involving vendors, resellers and software procurement staff from universities across Australia and New Zealand. The key focus was on investigating licensing solutions suitable for today's academic environment of research, teaching and administration, with the challenges of site licensing and subscriptions, personally owned devices and mobility all impacting on software asset management.

This workshop targeted software licensing staff who wished to share their experiences with, discuss trends in, and emerging solutions to:

- Cloud licensing and subscription management
- Future directions with software licensing and asset management
- Current asset management options being used by universities
- The experiences (good and bad) of universities in negotiating and managing their contracts

This initial workshop attracted 36 staff from 24 universities and 17 staff from vendors and resellers with the overall feedback being so positive that the organisers are planning to schedule the event annually.
SUMMARY

In 2013, CAUDIT took a leadership role in developing the intellectual capital of the organisation and its members such that they are widely recognised as an important source of strategic advice on Information Technology in Higher Education both domestically and internationally. CAUDIT delivers this through a number of ongoing and new initiatives.

AUSTRALIAN ACCESS FEDERATION

CAUDIT has had a leadership role with the Australian Access Federation, seeing the AAF becoming the only self-funding and sustainable Australian National eResearch Service to date.

CAUDIT provides support and services to the AAF.

In 2012, CAUDIT was successful in obtaining $330,000 in funding for the AAF from the Department of Industry, Innovation, Science, Research and Tertiary Education (DIISTRE) (now the Department of Education). Continuing in 2013 the funding will see CAUDIT and the AAF undertake a series of strategic project activities to further enhance the utility of the AAF for Australian eResearch (see: http://www.aaf.edu.au/strategic-initiatives).

The AAF currently has 73 subscribing organisations providing 125 services. In 2013, AAF authentication continued to enable more than 1 million end users in CAUDIT member universities to access AAF connected services using their home credentials.

SUPPORT FOR NATIONAL e RESEARCH SERVICES

eResearch refers to the use of information and communications technologies to support research. It includes research data storage infrastructure, high-speed networks, distributed and high performance computing, virtual laboratories and a number of growing number of online research tools.

Research is a core activity of the institutions in the CAUDIT membership and CAUDIT Members, as strategic advisors on the use of ICT within their organisations are increasingly involved in the support of eResearch services.

In 2013, CAUDIT’s strategic initiatives related to eResearch included:

- In collaboration with the RDSI Project maintaining a vendor panel for storage infrastructure for use by RDSI nodes and the University sector. The panel provides pricing and terms for services, hardware and software related to storage. A series of presentations were held during 2013 increase member awareness of the program and the capabilities of the vendors involved
- Working with AeRO to create a more seamless approach to ICT support for eResearch services. This work is closely related to CAUDIT’s support for the National eResearch Services initiative funded by the Australian Government
- With AeRO, creating a framework for seamless access to information about eResearch Services. This work expands upon the eResearch store demonstrator developed in 2010/2011
SUMMARY

CAUDIT has developed an environment for members and their staff to access information and support in order to assist them with their duties. CAUDIT has continued to develop its capability in benchmarking and analytics in 2013. A new Director of Analytics and Strategic Initiatives was appointed in August, refocusing CAUDIT’s efforts on analytics and making use of existing and new sources of data to aid members.

COLLABORATION WITH EDUCAUSE

CAUDIT continued to work with EDUCAUSE to facilitate the participation of members in the EDUCAUSE Core Data Service (CDS). A total of 14 institutions participated in 2013. CAUDIT also acted as a conduit for feedback about the CDS as well as suggestions to make the service more applicable and useable by the broader international community.

Data from the CDS will also be loaded into the CAUDIT analytics dataset and incorporated within future benchmarking reports.

MEMBER SURVEYS/GROUP RESEARCH

Throughout 2013, individual or small groups of members initiated group research to acquire knowledge and valuable information across a range of topics. These activities were predominantly based on surveying CAUDIT members to provide insights from their experience and knowledge on the researched subject matter.

The purpose, coverage and outcomes of these efforts were, where feasible, made available on the CAUDIT website to the mutual benefit of all members.

In 2013 some of the surveys included:

- Clinical Placement systems (CPS) to manage student placements at hospitals
- E-mail marketing systems
- Forms automation systems and workflow
- Automated call distribution system ACDS
- Web-based conferencing applications
- Barriers to institution-wide adoption of free/open-source software
- In-house or outsourced Bulk Short Printing
- Externally-hosted LMS
- Graphic Design Suite Software
- VMWare software renewal
- Sourcing member Top Ten issues for 2013
- Member Preference ranking of Top Ten issues fro 2013
- iTunes
- Annual Procurement Survey

To assist members to use the CAUDIT survey service the document Guidelines for CAUDIT Members Conducting Surveys was added to the Surveying Members website: https://www.caudit.edu.au/surveying-members

CAUDIT holds past surveys and these results are available to members on the CAUDIT website.
BENCHMARKING WORKING PARTY

In May 2013, CAUDIT’s Benchmarking Working Party released its report of recommendations for the CAUDIT Benchmarking System.

The consolidated recommendations focused on the following five topics with associated recommendations:

- **Service quality measures**
  Incorporate benchmark data from available Service Quality Surveys
  Members voluntarily to contribute Service Quality Benchmark scores

- **Profile data**
  Ensure CAUDIT members annually update Profile details
  Embed update date details
  Implement drop down listings for data entry ease and data consistency
  Additional details on key technologies: e.g. Mobile Device Management, managed Print Solutions
  Include CRM System as a primary system
  Develop a Scope of IT within each institution

- **Servers and server virtualization**
  Increased adoption of virtualisation, external hosting, and cloud services necessitates changes to information collected

- **Student workstations**
  Expanded coverage of system capabilities based on maximum capacities for concurrent sessions

- **Staff workstations**
  Increased details of staff device fleet and operating systems

The Working Party also identified for further discussion fundamental changes to definitions to ensure consistent reporting across institutions. Whitepapers focusing on categories of expenditure presenting options to improve data integrity and ensure like-for-like compatibility were published for members to consider.

CAUDIT would like to thank the members of the Benchmarking Working Group, following on the next page.

| Initial Chair – Mary Sharp | Michael Kirby-Lewis | Michael Thompson |
| University of Newcastle | UNSW | USQ |
| Chair – Peter Nikoletatos | Patricia McMillan | Ann Walters |
| ANU | CAUDIT | University of Newcastle |
| Philip Costley | Mark Pigot | Andrew Wilmore |
| UWS | The University of Sydney | The University of Melbourne |
| John Dixon | Paul Sherlock | Alan Eades |
| Federation University Australia | University of South Australia | The University of Melbourne |
| Brian Greene | Zoran Sugarevski | |
| UWA | Victoria University | |

In 2014 CAUDIT will reconvene this Working Party as the Benchmarking Advisory Committee (BMAC) to oversee the implementation these recommendations and considerations as proposed in the whitepapers.
SUMMARY

In 2013 CAUDIT maintained its focus on delivering prescribed information services as well as exploring opportunities to provide new information and reporting formats to meet the ever changing and strategic needs of members.

Throughout 2013 CAUDIT focussed on its strategic objective of a questioning approach to IT practice within higher education with the view to helping members plan and deliver IT Services that represent industry best practice and support the use of analytics to improve the student experience.

COLLECTION AND ANALYSIS OF 2012 BENCHMARKING DATA

CAUDIT distributed to members the 2013 Annual Benchmarking Report based on the 2012 annual data collection at the November 2013 Spring Members Meeting. CAUDIT has collected benchmark data from members since 2003 with the first Annual Benchmarking Report compiled and distributed in 2010. An electronic version of the 2013 Report was also available on the CAUDIT website.

A new perspective was used, with a focus on providing the first study of longitudinal data stretching back to the first collection. In 2013 all CAUDIT Australian and New Zealand university members participated in contributing requested institution-based data, as did the CSIRO and the Australian Institute of Marine Science.

In order to provide members with an insight into trends of key indicators by institution, institutional groups and complexity index, as compiled by the CAUDIT benchmarking system, the 2013 Benchmarking Report featured an expanded coverage of these measures from at least 2008 – except for Green IT benchmarks which only commenced in 2009.

The 2013 report highlighted two additional of institutional groups with the inclusion of the newly established Regional Universities Network comprising of the six Australian universities: - Central Queensland University, Southern Cross University, University of Ballarat, University of New England, University of Sunshine Coast and University of Southern Queensland – and a new grouping for all New Zealand universities.

Some key findings:

- In 2012 Total IT Spend by all universities increased to just under $2 billion [$1.91B] - up 7.0% on the 2011 expenditure of $1.79B. Except for marginal declines by universities with Complexity Index values under 2 or between 4.0 to 4.9, all universities increased their 2012 IT Spend levels on 2011.
- The rate of IT Spend to Total Revenue by all universities in 2012 remained steady at 6.9% with 9.8% being the highest level of any member institution.
- University IT staff continued to grow modestly in 2012 to 9,289 full-time equivalent employees with the greatest increase by medium sized universities with a Complexity Index from 6.0 to 6.9. With exactly three-quarters of all university IT staff in 2012 central IT office-based, the rate of centralised IT staffing was virtually unchanged for the past three years. Centralised IT Spending in 2012 also represented just over three-quarters of Total IT Spend with only an incremental increase on 2011.
- Overall University IT staff costs rose by just a tenth from 2011 to 2012 with double-digit rises by the New Zealand University, Regional Universities Network and Post-1987 institution groupings. The two university groupings New Zealand and Regional Universities Network also featured the highest proportional growth rates in the number of IT Staff employed from 2011 to 2012.
- With more university members annually reporting Green IT Benchmark measures 2012 milestones included six universities who achieved a 100% EPEAT Gold Rating and the majority reporting data centre power usage efficiency were classified as optimised but as yet none can be considered as world class.
Graphs show CAUDIT University Member IT Expenditures and Costs aligned to Total Revenues and Research Income 2005 to 2012 with official 2012 data included [updating the 2013 Benchmarking Report published November 2013].
2014 presents a unique opportunity for CAUDIT. With the commencement of a new CEO, along with a new Director of Analytics and Strategic Initiatives, there is an opportunity to consider our services and to re-engage with the membership.

CAUDIT will focus on the following areas:

**ENGAGEMENT**
- Engaging with the members of CAUDIT to ensure that we continue to provide value to the sector
- Engaging with other groups in the region, in particular those related to teaching, learning and research within Higher Education
- Continuing to build and enhance the relationships between IT and like organisations in other parts of the world to enable the sharing of ideas, experiences and good practice
- Establish working groups based upon the Spring Members Meeting workshop discussions to provide valuable information to the membership

**STRATEGIC PROCUREMENT**
- Continuing to work with the Strategic Procurement Advisory Committee and Strategic Procurement Governance Committee to ensure relevance to members
- Re-development of the Procurement Portfolio and other documentation held by CAUDIT to simplify the process of using CAUDIT negotiated offers
- The renegotiation of the Microsoft Agreement for the 2014-2017 period on behalf of members
- Continued focus on enhancing the strategic value of relationships with Cisco, Microsoft, Oracle, AARNet, Google and others for the benefit of all members

**BENCHMARKING AND ANALYTICS**
- The enhancement of the CAUDIT benchmarking and analytics capability to provide valuable insight to the membership
- The development of new sources of information from within the sector and internationally to improve our understanding of member capabilities and potential gaps
- A continuing focus on understanding and measuring member engagement and value so that CAUDIT can continuously refine its services for the benefit of the membership

**PROFESSIONAL DEVELOPMENT**
- Continuing to offer the world-class CAUDIT Leadership Institute and Managers Program to IT staff throughout the sector
- Webinars and workshops aimed at increasing the capability of IT Professionals
- Preparing for THETA 2015, the headline conference of CAUDIT, run biennially to provide a connection between Information Technology, Library, Teaching, Learning and Research
THE ORGANISATION

EXECUTIVE COMMITTEE

President - Ms Maureen Klinkert

Maureen is the Director of IT Services at the University of the Sunshine Coast and has more than 34 years’ experience in the Information and Communication Technology (ICT) industry on three continents (Australia, America and Africa) and across four industries in both private and public sectors (Education, Resources, Finance and Government). She is a Fellow of the Australian Computer Society and is the Queensland Representative on the ACS National Women’s Board.

Prior to coming to the University of the Sunshine Coast, Maureen spent seven years at a large Local Government Authority overseeing large system projects that have transformed the way in which that Local Authority conducts its business and serves its community and was awarded the Sunshine Coast Business Women’s Network Corporate/Government Business Woman of the Year Award in 2001.

As a senior leader in the ICT industry on the Sunshine Coast for the past 18 years, Maureen has overseen major ICT infrastructure developments, including shareholder membership of AARNet (Australia’s Academic and Research Network) at Australia’s fastest growing University (University of the Sunshine Coast) and the implementation of an appropriate ICT governance framework to lay the foundation for the implementation of future ICT and Information Systems in in a young rapidly growing regional University, with a particular focus on eLearning, growing the University’s footprint and improving IT service delivery. She has overseen the successful implementation of a number of system implementations, a campus-wide ‘managed operating environment’ and the implementation of appropriate computing environments in numerous new buildings to cater for the growth from 500 students in 1996 to over 9,000 enrolled students today.

Maureen is a past Chair of QUESTnet and has been actively involved in national projects to gain fibre connectivity to the Sunshine Coast and the University of the Sunshine Coast, such as the successful partnership in a Clever Networks project to bring fibre and wireless connectivity to the Sunshine Coast regional community and the University of the Sunshine Coast, resulting in a greater availability of affordable broadband services across the Sunshine Coast.
Vice President - Mr Peter Nikoletatos

Peter Nikoletatos is the CIO of The Australian National University and has more than 25 years’ experience in the Information and Communication Technology industry in both Australia and overseas. Peter is responsible for University-wide planning, coordination and delivery of ANU information and communications systems, infrastructure and services.

Peter’s career comprises several senior appointments including CIO at Curtin University (2008-2012), IT Manager for I-MED (Radiology), National Manager eBusiness for CSC (formerly BHP IT), and CIO for University of Newcastle.

In 2011, Peter was invited to participate in the Expert Working Group (eResearch Infrastructure) of the Strategic Roadmap for Australian Research Infrastructure and became a board member of Research Data Storage Infrastructure (RDSI) Project. In 2010, he was elected Vice President of the Council of Australian University Directors of Information Technology (CAUDIT), and also became a board member of the Australian Academic Research Network (AARNet) Pty Ltd. In 2009, he became a Faculty member of the CAUDIT Leadership Institute and has served on the Gartner Symposium Advisory Board, DELL Platinum Advisory Council and Optus Business Customer Council. More recently, Peter was appointed to the Board of Management for Burgmann College, and Chairs the AARNet Advisory Committee and CAUDIT Benchmarking Working Group.

Peter holds a fellowship with the Australian Institute of Project Managers, is a member of the Australian Institute of Company Directors, the Australian Institute of Management and the Australian Computer Society. In 2011, Peter was runner up in WAITTA CIO of the Year Award.

Peter has a particular interest in ICT strategy and its relationship to research, teaching and eLearning. He has worked closely with many of the leading global vendors to help shape ICT strategy. Peter has also presented at a number of conferences on topics ranging from effective IT governance, managing change, emerging trends and technologies, mobility (accelerated connectedness), identity management and cloud computing.

Peter holds a Bachelor of Business from the University of Newcastle (1996), a Masters of Education Studies (University of Newcastle, 1998) and a Graduate Diploma in Law (Southern Cross University, 2004). He is currently undertaking doctoral research focusing on the impact of emerging trends and technologies on education and research.

Follow Peter on Twitter at http://twitter.com/ANUcio
Secretary - Mr Michael Kirby-Lewis

Michael Kirby-Lewis (called ‘Kirby’) has worked in the IT industry for 35 years. He studied Computer Science at Canterbury University, Christchurch (New Zealand) in the 1970s and his Masters at UNSW. Kirby has also undertaken Executive programs at the Harvard Business School.

Kirby has worked in the Health, Manufacturing, Distribution, Consulting and Education industries within both the Public and Private sectors. Kirby’s background is in Application Development, User Training and Project Management.

Most of the past 20+ years has been related to the broad spectrum of the Education industry (Schools, Vocational and Higher Education).

Kirby has worked at the University of NSW for the past nine years, heading UNSW’s IT for the past 7 years and has overseen the role out of shared services, updating underlying infrastructure, increasing capacity, modernising UNSW’s core systems and establishing governance of IT. Currently Kirby, as UNSW’s Chief Information Officer, is focused on closer alignment of IT with the core Teaching and Research needs of the University. Kirby is involved in a number of University sector forums or initiatives, including membership of the CAUDIT Executive and Chair of the Greater Sydney Basin Network Project Board.

Treasurer - Mr Sendur Kathir

Sendur Kathir currently holds the position Chief Information Officer and Head of Infrastructure at the University of Melbourne.

Prior to joining the University, Sendur spent five years in the consulting industry having undertaken a number of consulting roles for both the private and public sectors. During this time, Sendur worked for a number of organizations including Pricewaterhouse Coopers. As the Principal Consultant on a number of engagements, Sendur has been responsible for changes to public policy, developing sustainable infrastructure for large organisations and strategic business re-alignment.

Prior to undertaking the aforementioned consulting roles, Sendur spent eight years at Fujitsu Australia. During the latter years at Fujitsu, Sendur served as a Program Manager assisting Optus with the rollout of its optical fibre network throughout Australia.

Ordinary Member - Mr Chris Bridge

Chris is the Director of Information Technology Services for Queensland University of Technology.

He has over 20 Years ICT industry experience across a broad range of industry sectors and technology environments. Much of Chris’ experience has been gained in professional services and consulting roles, responsible for systems integration, software development, outsourcing and project management services.

Prior to joining QUT, Chris was the Director for ICT Shared Services at Monash University and Country Manager for Technical Services in Hewlett-Packard, responsible for driving business strategy and plans, delivery of IT solutions and professional services, as well as supporting new business growth.

Chris is the past Chair of the Queensland Branch Executive Committee for the Australian Computer Society 2013, a member of the CAUDIT Executive Committee and Deputy Chair of the Queensland Education, Science and Technology Network (QUESTnet).
New Zealand Representative - Ms Liz Gosling

Liz Gosling is the Group Director, ICT Services at AUT University. Her team is responsible for information technology provision for AUT’s staff and students, including 6,500+ desktop and laptop computers, IT Strategy, networking, audio visual services, innovation, contracts and software licensing, customer relationships and support services.

Liz studied Computer Science at the University of Westminster in London, and holds an MBA (Human Resources Management) with Distinction from AUT. She has worked in the IT industry for over 2 decades, in New Zealand, the UK and Europe, in a variety of roles in commercial and not for profit organisations, and in both vendors and client companies.

Liz joined AUT in 2002 as IT Client Services Manager, and became Director in 2006, and Group Director in 2013. At AUT, Liz participates in a range of University wide committees, including the Capital budget group and the Equity Steering Committee, and has worked with academic colleagues to create AUT’s Learning and Teaching Enabled by Technology Strategy.

Liz is currently the University’s Director of Emergency Management, as well as chair of the Universities NZ Information and Communications Technology Committee and Director of the CAUDIT Leadership Institute.

Her professional interests include customer relationship management, human resources and change management and staff development. She is a Belbin accredited facilitator, chairs a number of key University committees and is the New Zealand invited representative on the CAUDIT Executive group.

Immediate Past President - Mr Paul Sherlock

Paul is Director of Information Strategy and Technology Services at UniSA. He has held this position for the past eleven years. Prior to joining the University, Paul held senior ICT management roles at the Defence Science & Technology Organisation (Adelaide) and BHP Billiton (Whyalla).

Paul has been the Immediate Past President of CAUDIT since April 2012. Paul was Chair/President of CAUDIT from February 2010 – April 2012 and previous to that was twice Deputy Chair on two separate occasions. Paul led the development of CAUDIT’s benchmarking system, which is also now used in South Africa and Canada and he is the author of the complexity index which is used to help make meaningful comparisons of benchmarking data across the ANZ HE sector.

Paul’s other contributions to the higher education and research sector include:

- Project Director for the $37M National Research Network Project.
- Immediate Past President of the Australian Access Federation (AAF).
- Director and Chair of SABRENet Ltd.
- Member of the Australian National Data Service (ANDS) Steering Committee.
- Member of the NeCTAR Project Board.
- Member of the AARNet Advisory Committee (including as Deputy Chair 2004- 2008) since 2001.
- Faculty member of the CAUDIT-EDUCAUSE Institute (2004-2008).
- Member of the 2008 NCRIS roadmap review committee (Safeguarding Expert Working Group and ICT Expert Working Group).

Paul has formal qualifications in Engineering (Electrical), Computing, Business (MBA), and Finance and he is a graduate member of the Australian Institute of Company Directors.
2013 MEMBER REPRESENTATIVES

ACT

**CSIRO**
Mr David Toll  
Chief Information Officer

**Defence Science and Technology Organisation**
Mr Peter Lambert  
Deputy Chief Defence Scientist (Corporate)

**The Australian National University**
Mr Peter Nikoletatos  
Director of Information Services and Chief Information Officer

**University of Canberra**
Mr David Formica  
Director, Information and Technology Management

**UNSW@ADFA**
Mr Newton Braga  
Information Technology Manager

NORTHERN TERRITORY

**Batchelor Institute of Indigenous Tertiary Education**
Mr Jeff Watson  
Manager, Information and Communication Technology

**Charles Darwin University**
Mr Pat Gould  
Director, Information Technology and Management Support

NEW SOUTH WALES

**Charles Sturt University (Jan-Jun)**
Mr Garry Taylor  
Executive Director

**Charles Sturt University (Jul-Dec)**
Mr Brendan McHugh  
Director, Technology Services

**Macquarie University**
Mr Marc Bailey  
Chief Information Officer

**Southern Cross University**
Mr Matthew Smith  
Director, Technology Services

**University of Newcastle**
Ms Ann Walters  
Acting Chief Information Officer

**University of New England**
Mr Rob Irving  
Director, Information Technology

**The University of New South Wales**
Mr Michael Kirby-Lewis  
Chief Information Officer

**The University of Sydney**
Mr Bruce Meikle  
Chief Information Officer
NEW SOUTH WALES

University of Technology Sydney
Ms Christine Burns
Chief Information Officer

University of Wollongong
Ms Cathy Nicastri
Director, Information Technology Services

QUEENSLAND

Australian Catholic University
Mr Rick Van Haeften
Acting Director

BOND University
Mr Rajan Davio
Director, Information Technology Services

Griffith University
Mr Bruce Callow
Director, Information Communication and Communication Technology

Queensland University of Technology
Mr Chris Bridge
Director, Information Technology Services

University of the Sunshine Coast
Mrs Maureen Klinkert
Director, Information Technology Services

University of Western Sydney
Mr Kerry Holling
Director, Information Technology Services

Australian Institute of Marine Science
Mr James Smith
Manager, ICT Services

Central Queensland University
Mr Peter Edwards
Director, Information Technology Division

James Cook University
Mr Jonathan Churchill
Director, Information Technology Resources

University of Southern Queensland
Mr Scott Sorley
Executive Director, ICT Services

University of Queensland
Mr Rob Moffatt
Director, Information Technology Services
SOUTH AUSTRALIA

**Flinders University**
Mr Ian Smith  
Director

**University of South Australia**
Mr Paul Sherlock  
Director, Information Strategy and Technology Services

**The University of Adelaide**
Mr Mark Gregory  
Chief Information Officer

TASMANIA

**University of Tasmania (Jan-Mar)**
Mr Adrian Dillon  
Acting Chief Information Officer

**University of Tasmania (Apr-Dec)**
Mr Jeff Murray  
Chief Information Officer

VICTORIA

**Deakin University**
Mr William Confalonieri  
Chief Digital Officer

**La Trobe University**
Mr Ged Doyle  
Executive Director and Chief Information Officer

**Open Universities Australia**
Ms Michelle Beveridge  
Chief Information Officer

**Swinburne University of Technology**
Mr Derek Whitehead  
Chief Information Officer

**Victoria University**
Mr Zoran Sugarevski  
Director, Information Technology Services

**Federation University Australia**
Mr John Dixon  
Director and Chief Technology Officer

**Monash University**
Mr Richard Palmer  
Director, ICT Coordination

**RMIT University**
Mr Brian Clark  
Executive Director, Information Technology Services

**The University of Melbourne**
Mr Sendur Kathir  
Executive Director, Information Technology
STAFF

**Acting Chief Executive Officer; Director, Strategic Procurement - Steve Johnston**

Stephen Johnston joined CAUDIT in 2011 having departed Edith Cowan University after 13 years of service.

At ECU he held a number of senior IT roles including the Manager, IT Infrastructure and Manager, IT Project Governance. He has had over 18 years’ experience in Higher Education, previously working for both Curtin University and The University of Western Australia.

His Engineering background and understanding of various elements of IT Infrastructure (ranging from laboratory, desktop, server and network support to the provision of voice and video services) provides a technical basis for providing systems, services, applications and equipment able to solve real business issues.

Through the establishment of standards (in technology, services, equipment, staffing and procurement) he has been able to work with staff across ECU and the Higher Education sector to improve outcomes for staff, students and the community.

Stephen has presented at a number of conferences on topics including network management, telecommunications, wireless communications, and infrastructure architecture. He has been involved in more than thirty tenders and subsequent vendor negotiations. He understands the need for the development of relationships between staff, institutions, vendors and resellers and works hard to ensure that the relationships are a benefit to all involved.

Stephen holds a Bachelor of Engineering (Computing Systems). He is a Senior Member of the Australian Computer Society and is recognised by the Society as a Certified Professional. He is graduate of the 2009 CAUDIT/EDUCAUSE Leadership Institute.

During 2013 he took on the role of Acting CEO during the recruitment process for a new CAUDIT CEO.

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**Chief Executive Officer - Richard Northam**

Richard Northam held the role of Chief Executive Officer of the Council of Australian University Directors of Information Technology (CAUDIT) from January to July 2013. He is a board member of the Australian Access Federation Inc, a Director at Large on the board of EDUCAUSE and a Senior Member & Certified Professional of the Australian Computer Society. Richard has more than 25 years experience in the ICT industry and has worked in the Private, Commonwealth Government and Higher Education Sectors in Australia.

He has held a number of senior management appointments including the IT Director at the University of New South Wales at the Australian Defence Force Academy, Network Manager at the Commonwealth Insurance and Superannuation Commission and Associate Director of the Information Management & Technology Branch at the then Commonwealth Department of Primary Industries & Energy. He also served as the Director of Information Systems for the Australian Air Force Cadets within the Australian Department of Defence.

Throughout his career, Richard has taken a strategic leadership role in shaping and enhancing the role of Information Technology within various organisations. In his current role Richard has helped shape the future of CAUDIT as a platform for collaboration for IT staff in Higher Education, and has taken a leadership role in negotiating sector wide procurement arrangements with suppliers which have delivered significant value to Higher Education and promoting eResearch within the sector.

*Richard left CAUDIT in July 2013.*
Director, Analytics and Strategic Initiatives – Steven Wojnarowski

Prior to joining CAUDIT, Steven Wojnarowski was at Victoria University for over eight years. Commencing as a Senior Planning Officer specialising in advanced statistical analysis, database design and reporting for strategic planning, Steven was appointed as Manager Business Intelligence, and in his last role was Project Executive BI and headed institutional research and analytics-based projects to expand VU’s understanding of its marketplace performance, student profile and cohort demand. He also served on the key Vice-Chancellor IT and KM and the BI Steering Committees and on the selection panels for the new Student Management System, replacement HR system and the upgrading of the BI system.

On completing an honours degree in Economics/Statistics at the University of Tasmania Steven moved to Canberra as a statistical cadet with the Australian Bureau of Statistics in Canberra. He ended his federal public service five years later as a statistical Legislative Research Specialist in Parliament House Canberra. On returning to Melbourne after two years overseas Steven worked for the Roy Morgan Research Centre as Manager of the Australian Sales Research Bureau, then at The AGE as Group Marketing Research Manager before forming and joining OZINFO Pty Ltd as a marketing research consultant specialist in census and geodemographic analysis.

A member of the Institute of Analytics Professional of Australia since its inception, Steven is also a member of the International Institute for Analytics [USA], Association of Institutional Research [USA], Australian Association of Institution Research, the American Statistical Association and the USA Higher Education Data Warehousing Forum [HEDW]. Also co-founder the Melbourne Tableau User Group.

Steven joined CAUDIT in August 2013.

Director, Strategic Initiatives & Member Services - Patricia McMillan

Patricia McMillan held the position of Director, Strategic Initiatives & Member Services for the Council of Australian University Directors of Information Technology (CAUDIT). She has 17 years experience in information technology in a range of technical, management, and strategic roles including developer, business analyst, project manager, and business integration manager. She has broad experience across the sector, having worked at The University of Queensland, The University of Sydney, Macquarie University, Queensland University of Technology, and Carnegie Mellon University in the United States.

From 2006 to 2011 she held strategic and policy roles for several Australian eResearch initiatives including the Australian Access Federation (AAF), the Middleware Action Plan and Strategy Project (MAPS), and the Research Data Storage Infrastructure Project (RDSI). She was the founding Program Director of the eResearch Australasia conference.

Patricia holds a Graduate Certificate in Management from the Macquarie Graduate School of Management, a Master of Science in Library Science, and a Bachelor of Arts, majoring in mathematics. She is a member of Toastmasters International, the Australian Computer Society (Certified Technologist) and the NSW Writers’ Centre.

Patricia resigned from her position at CAUDIT in May 2013.
Acting Director, Strategic Procurement – Mark Noonan

Mark was seconded to CAUDIT in the role of Director of Strategic Procurement for three months during 2013. His substantive position is Manager of the IT Procurement team within the Division of Technology Information and Learning Support at the Queensland University of Technology managing the desktop hardware and software procurement activities, contract management and vendor relationships for QUT.

Prior to this, Mark worked at Griffith University for 10 years in the Software Services area managing software procurement and contract maintenance. As Software Licence & Contract Manager, he was responsible for negotiating the purchase of site wide software licences and managing the annual maintenance contracts of the University.

He spent the previous 20 years at the University of Queensland working in IT. Roles from computer operator on mainframes, IT training officer, personal computer support and in UQ’s Technology Shop managing PC hardware purchasing and sales.

Mark was Griffith’s and QUT’s Apple University Consortium representative and a member of the AUC Executive. He was instrumental in forming the University Software Licensing Collaboration which extends across Australia and New Zealand.

He has presented at SPUSC and EDUCAUSE conferences highlighting the need for collaboration and improved software licence management.

Manager, Online Engagement & Administration - Cassandra Spencer

Cassandra joined CAUDIT in April 2012 and it was recognised at that point that her role was never going to be a standard Office Manager position. Since then Cassandra has enjoyed the diverse and evolving aspects of her position and developing greater focus on member services including online engagement and finding opportunities in strengthening communication channels and experiences between CAUDIT and its members. She continues to provide extensive support to staff, members of the Executive and CAUDIT’s strategic partners as well as continuing to managing CAUDIT’s budgets and financial records.

Cassandra brings to the position sound administrative and financial skills having filled a similar position with the Institute of Foresters of Australia for seven years where she was responsible for the overall management of administration systems and processes. Cassandra has a strong understanding of the elements that are critical to ensuring growth and success of a professional association and that strong customer focus is a key aspect in facilitating this. Cassandra is qualified in financial reporting and administration management and is enhancing her professional development through the Australian Institute of Management (AIM) and Canberra Institute of TAFE (CIT).

Events and Collaboration Officer - Semir Cerkic

Semir Cerkic is Events Coordinator and Collaboration Support Officer. His role with CAUDIT is to ensure the smooth running of CAUDIT events and to assist in supporting communities of practice.

Semir brings over 13 years of experience working in various administrative roles. Most recently he was Senior Administrative Officer with the Australian Learning and Teaching Council (ALTC) where he was in charge of administering the Council’s Priority Projects Grants Scheme. Prior to that he was Office Manager for a number of government and public companies including Viecore, Australian Dental Association (NSW) Centre for Professional Dental Development and The Northern Sydney General Practice Network (NSDGP). He also has years of customer service experience from working part-time in the hospitality industry. Semir is qualified in Business Administration and besides being fluent in English he speaks all languages of the former Yugoslavia.

Semir was born in Bosnia and has lived in Australia since 1992. He has a keen interest in IT, travel and collecting music memorabilia and lives and works in Sydney.
INDEPENDENT AUDITOR’S REPORT TO THE MEMBERS OF
AUSTRALIAN UNIVERSITY DIRECTORS OF
INFORMATION TECHNOLOGY ABN NO 39 514 469 351


I have audited the accompanying financial report, being the special purpose financial report, of Council of Australian University Audit Inc. Association (The Association) which comprises the income and receipts statement for the year ended 31 December 2013.

Committee’s Responsibility for the Financial Report

The committee of the association is responsible for the preparation and fair presentation of the financial report.

This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor’s Responsibility

My responsibility is to express an opinion on the financial report based on the audit. No opinion is expressed as to whether the accounting policies used, and described in Note 1, are appropriate to the needs of the members. I conducted the audit in accordance with Australian Auditing Standards. These Auditing Standards require that I comply with relevant ethical requirements relating to audit engagements and as to plan and perform the audit in order to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor’s judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity’s preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the committee, as well as evaluating the overall presentation of the financial report.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

In conducting my audit, I have complied with the independence requirements of Australian professional ethical pronouncements.

Basis for Qualified Auditor’s Opinion

As is common for organizations of this type, it is not practicable for the Association to maintain an effective system of internal control over cash receipts from the Association’s activities until their initial entry in the accounting records. Accordingly, my audit relating to such income was limited to the amounts recorded in the books of account of the Association.
Qualified Auditor’s Opinion

In my opinion, except for the effects on the financial report of the matters referred to in the qualification paragraph, the financial report of the Association is properly drawn up:

- so far as to give a true and fair view the Association’s financial position as at 31 December 2013 and of its performance for the year ended on that date, in accordance with the accounting policies described in Note 1
- in accordance with the provisions of the Association’s constitution, and
- complying with Australian Accounting Standards to the extent described in Note 1

I report that:

- The audit was conducted in accordance with the rules of the association
- I am satisfied that proper accounting records and other records have been kept by the association as required by the Association’s constitution.

The financial report has been prepared for distribution to members for the purpose of fulfilling the committee’s financial reporting requirements under the Association’s constitution.

As a result, the financial report may not be suitable for any other purpose.

Signed: 

John Beard Registered Company Auditor 15775
Certified Trust Account Examiner
22 Hensman St
Latham, 2615. Mob 0466 317 120

Date: 25 February 2014