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ABOUT CAUDIT

CAUDIT (The Council of Australian University Directors of Information Technology) is an industry wide group representing the IT Directors/CIOs of all universities in Australia and New Zealand together with universities in PNG and the South Pacific and major Commonwealth Research Organisations such as CSIRO and AIMS.

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 56 members who contribute strategic IT leadership to their universities or research organisations, CAUDIT is able to speak authoritatively to Government, Industry and University bodies on all aspects of IT and this is illustrated by the wide range of Government committees on which CAUDIT is represented and by the variety of company directorships held by various CAUDIT members.

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.
MISSION

CAUDIT’s Mission is to enhance its members’ ability as key strategic advisers on the use of Information Technology in Higher Education. It will achieve this by focusing on the following 6 strategic pillars:

- Promoting Thought Leadership.
- Strategic Procurement.
- Professional Development & Sharing Knowledge.
- Engaging our Membership.
- Facilitating Sector Wide Services.
- Evidence Based Practice.

ABOUT THIS REPORT

The CAUDIT 2012 Annual Report includes information on activities conducted during the period 1 January – 31 December 2012.
2012 was 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. The Strategic Plan was reviewed this year and whilst it was broadly still applicable, it has been refined to ensure that CAUDIT as an organisation is still meeting the needs of its members.

The quality of the 2012 CAUDIT Members Meetings and Symposia focusing on Cloud Computing and BYOD/Mobility events and the calibre of the speakers (both from the CAUDIT membership and external speakers) was of an extremely high standard and this year we continued to showcase leadership within our membership, by conducting a number of domestic study tours on topics including VDI, Learning Spaces and Technologies, and Project, Program and Portfolio Management.

This year we worked hard to establish the new CAUDIT Managers Program as a new offering by CAUDIT, joining the CAUDIT Leadership Institute as part of a portfolio of professional development opportunities for IT Professionals in the sector. The program will be introduced for the first time in 2013 and will run over the course of seven months. It includes several workshop modules, one-on-one coaching sessions, assignments, university visits, and networking opportunities.

The aggregation of individual Microsoft agreements this year under a single master agreement, is a world first and another demonstration of the innovation and leadership by CAUDIT in the procurement arena. The VMware agreement was renewed this year and a new Microsoft Premier Support Agreement introduced. CAUDIT also provided significant assistance to those members who were the early adopters of cloud-based services and assisted both members and vendors to improve the quality of these services.

The Australian Access Federation (AAF) continued to be a very successful endeavour as a major shared service initiative for which CAUDIT and its members provide significant support. It is widely recognised as the only national eResearch service that has achieved a position of being self-sustaining and its base operations no longer require any external funding. In June 2012, the Commonwealth Government provided CAUDIT with an additional funding grant to enhance the utility of the AAF. This is a testament to the trust that CAUDIT has with the Commonwealth Government that has resulted from the work of CAUDIT and its members.

A new partnership with the Australian Computer Society was formalised this year, which enables all IT Professionals working in Australian CAUDIT Member Institutions to join the ACS at a discounted rate. This benefit extends not only a direct financial benefit to IT Professionals working in higher education, but more importantly opens
up a tremendous opportunity to IT Professionals to access a myriad of Professional Development Opportunities and exposes them to IT practice from industries outside of higher education.

CAUDIT continued to play a leadership role in the broader international community, with a particular focus on South Africa as well as the ongoing relationship CAUDIT has with EDUCAUSE. I had the pleasure of presenting on IT Governance in the Australian Tertiary Sector at the South African summit on IT Governance, the purpose of which was to review the current IT Governance maturity, structures, organs and mechanisms active in the public higher education sector in South Africa, to compare them to best practice in Europe, America and Australia, and to make proposals for the continuous improvement thereof. Richard Northam, the CEO of CAUDIT, also continued the ongoing engagement with EDUCAUSE and has been working with them on enhancing the level of co-operation on benchmarking, and exploring how to measure the quality of IT. CAUDIT, in partnership with EDUCAUSE is also leading the way in the establishment of the Coalition of Higher Education IT Associations (CHEITA) which, if successful, will provide a new platform by which CAUDIT and its members may more effectively share their knowledge and experiences with IT Directors/CIOs from universities across the world.

As a result of an agreement by members in 2011 to increase the funding base, CAUDIT increased the number of staff employed to 5, with the addition of Cassandra Spencer as the Office Manager and Semir Cerkic as the Events and Collaboration Support Officer, to enable CAUDIT to increase its focus on member services and the value it delivers for its members. On behalf of the CAUDIT Executive team, I would like to thank the CAUDIT staff for their exemplary work over the course of 2012. Without their efforts, much of what has been achieved for the members of CAUDIT would not have been possible.

Finally, I would like to thank Chris Bridge (QUT), Michael Kirby-Lewis (UNSW), Liz Gosling (AUT), Sendur Kathir (University of Melbourne), Peter Nikoletatos (ANU), Dr Grace Saw (Bond) and Paul Sherlock (UniSA) for their outstanding contribution to the CAUDIT Executive during 2012. I would also like to thank the members themselves, as the success of CAUDIT is largely through the efforts and voluntary contributions that our members make.

I look forward to 2013 as a year with an increased focus on member value for CAUDIT and I am especially looking forward to our flagship biennial conference, THETA13 in Hobart in April 2013.

“2012 was a year that really confirmed why CAUDIT succeeds.”
SUMMARY

In 2012, 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 and forward looking 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.

2012 TOP TEN ISSUES

At the CAUDIT 2012 Autumn Spring Members Meeting held in Brisbane in April, members discussed the major issues currently facing IT Professionals working in higher education in Australia and New Zealand. The 2012 Top Ten issues were:

1. Mobility & Personal devices
2. Bring Your Own Device
3. Cloud Computing
4. IT Staff - reskilling for new futures
5. Meeting changing consumer needs
6. Information Management
7. Virtual Desktop
8. eLearning
9. Business Continuity
10. Sourcing
Just bubbling outside the Top Ten are:


The Top Ten list is used focus on current and tactical issues which are important to the members of CAUDIT within the broad bounds of the CAUDIT Strategic Plan.

In 2012, CAUDIT focused on:

**Mobility and BYOD** – CAUDIT conducted a 1 day symposium on Mobility and BYOD prior to the Spring Members Meeting. More information on this symposium can be found in ‘Engaging our Membership’ within the annual report.

**Cloud Computing** – CAUDIT conducted a 1 day symposium on Cloud Computing prior to the Autumn Members Meeting. More information on this symposium can be found in ‘Engaging our Membership’ within the annual report.

**Virtual Desktop** – CAUDIT conducted a study tour in June which combined visits to institutions in the Sydney region who were early adopters and leaders in VDI, along with visits to key strategic vendors who were active in this space. More information on this study tour can be found in ‘Engaging our Membership’ within the annual report.

**Research Support** – CAUDIT has continued its efforts to enhance the level and quality of support provided to researchers through its support of the Australian Access Federation and by joining AeRO (Australian eResearch Organisations) to enable enhanced collaboration between CAUDIT’s members and other organisations that support researchers. More information on the collaboration with AeRO can be found later in this section.
DIISRTE

CAUDIT (CEO, members of the Executive Committee and members) continued to provide advice to the Department of Innovation, Industry, Science, Research and Tertiary Education (DIISRTE) on matters relating to the deployment and support of national eResearch services. Through this engagement, CAUDIT (on behalf of the AAF) was able to secure an additional $355,000 of Commonwealth funding to enhance the utility of the Australian Access Federation in the following key areas:

- Enabling researchers and research groups that are not otherwise associated with an identity provider (IdP) to access research resources and services that use the AAF for authentication.

- Enhancing the level of assurance across the AAF through the development of a Level of Identity Assurance Registry (LoIAR) to store higher levels of Identity Assurance to meet the needs of high cost or confidentiality restrained service providers.

- Improving the ability of IdPs to support higher levels of assurance by undertaking an IdP improvement program.

- Undertaking an institutional service-desk engagement program to develop a reusable framework using the AAF as a use case.

- Supporting the development of a user pays model for Grid Certificates of Authentication.

In addition to the ongoing engagement with DIISRTE, a number of CAUDIT members have served on the boards of DIISRTE 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 (AeRIC).
AeRO

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

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

CAUDIT joined AeRO on the 21st of May and during the year, attended each of the monthly AeRO Member meetings, as well as attending and presenting at the two AeRO forums held in 2012. At the first forum, AeRO members prioritised those areas of interest for eResearch in Australia. At the second forum, the focus was on Services Catalogues and User Support for National Services. CAUDIT took a lead role to facilitate two working groups to focus on these activities.

The final report of the User Support Working Group was published in late 2012 and recommended that a new initiative commence in 2013 to improve user support for researchers. A number of CAUDIT members made financial contributions to the project prior to the end of the 2012.

The final report of the Services Catalogue Working Group was also published in late 2012 and recommended leveraging the user support initiative to improve access to information about ICT services for researchers.

“The report published in late 2012 recommended that a new initiative commence in 2013 to improve user support for researchers.”
COALITION OF HIGHER EDUCATION IT ASSOCIATIONS (CHEITA)

At an informal meeting of the senior international delegates attending the 2011 EDUCAUSE Annual Conference, an agreement was made to facilitate a mechanism whereby the various international IT Associations operating in higher education would be able to more effectively collaborate. As an outcome of this meeting, the Coalition of Higher Education IT Associations (CHEITA) was formed and it held its first meeting at the 2012 EDUCAUSE Annual Conference in Denver, Colorado. This meeting was co-chaired by David Lassner, Chair of the EDUCAUSE Board, and Richard Northam, CEO of CAUDIT. The meeting was attended by representatives from CAUDIT (Australia, New Zealand and the South Pacific), EDUCAUSE (USA), UCISA (UK), JISC (UK), CUCCIO (Canada), ASAUDIT (South Africa), JUCC (Hong Kong), ZKI (Germany), RUCC (Chile), SURF (Netherlands), CERNET (China) and AXIES (Japan).

At the meeting, the various associations shared information about their respective organisations, and the group explored a number of areas where it might be practical to collaborate. The initial focus over the coming months, in addition to sharing knowledge and experiences, will be on aligning efforts around benchmarking and ensuring that the broader international community is able to get the most from the EDUCAUSE Core Data Service.

The next meeting of CHEITA will be held at the 2013 EDUCAUSE Annual Conference in Anaheim, California.

INSTITUTIONAL SERVICE DESK ENGAGEMENT PROGRAM

In September 2012 CAUDIT commenced the Institutional Service Desk Engagement Program (as part of the Enhancing the Utility of the AAF Project funded by the Department of Industry Innovation, Science, Research and Tertiary Education (DISRTE). This project resulted from a funding grant of $355,000 which was awarded to CAUDIT in June 2012.

Dean Nottingham was appointed by CAUDIT as the Business Analyst to lead the development of a reusable framework that will leverage existing service desks within universities to improve coordination, knowledge sharing and enhanced user experience across the sector, using the AAF as the use case.

The key benefits expected to be delivered by the project are:

- Improved experience for the end users of national eResearch services, through reduced end user confusion and improved support from AAF subscribers.
- A proven reusable framework on which to build user support for other nationally distributed services.

The program is due to be completed in mid 2013 and will also provide the foundation work for the AeRO User Support Working Group.

“The program will provide the foundation work for the AeRO User Support Working Group.”
IT HIGHER EDUCATION GOVERNANCE SUMMIT

In July 2012, the Google Tides Foundation funded an IT Higher Education Governance Summit in South Africa with the intent to review the current IT Governance maturity, structures, organs and mechanisms active in the public higher education sector in South Africa, and compare them to best practice in Europe, America and Australia.

Maureen Klinkert, President of CAUDIT, was invited by the Association of South African University Directors of IT (ASAUDIT) to present on IT Governance in Australia/New Zealand. As a member of the panel, Maureen participated in discussions around proposals for the continuous improvement of IT Governance in Higher Education in South Africa. The summit provided an excellent opportunity to further strengthen the ties between CAUDIT and ASAUDIT, which already collaborate on a number of fronts, including Benchmarking and Professional Development.

IQPC CONFERENCE – TECHNOLOGY MISTAKES AND LESSONS LEARNED

Steve Johnston, CAUDIT Director of Strategic Procurement, was invited to present at the inaugural New Generation Learning Spaces conference held in Melbourne from 28-29 March 2012 organised by International Quality & Productivity Centre (IQPC).

As a panellist, Steve participated in a discussion of ‘Technology Mistakes and Lessons Learned’ – a lively discussion around the use of technology in teaching spaces and the common mistakes made during the implementation of a new space.

Communication and inclusiveness were identified as key contributors to success as was involving the right people early from teaching and learning, facilities services, architects, designers, suppliers and information technology professionals.
SUSTAINABLE PROCUREMENT - AUPN

The Australian University Procurement Network (AUPN) is an initiative of Higher Education Services (HES) with an aim of improving strategic procurement practices of Australian Universities.

A workshop was held in late November to discuss sustainable procurement through the consideration of economic, social and environmental impact.

CAUDIT provided a presentation on Sustainable IT practices and how they can be incorporated into the procurement process.

eRESEARCH AUSTRALASIA – COMMUNITY ENGAGEMENT AND TRUST NETWORKS

Patricia McMillan, CAUDIT Director, Strategic Initiatives & Member Services, was invited to present at two sessions at the eResearch Australasia conference in October 2012.

In the first session, Patricia presented on CAUDIT’s experiences with community engagement, as part of a panel on marketing eResearch services. The session was organised by several AeRO organisations in alignment with one of AeRO’s priority areas: marketing and cultural change - co-ordinating efforts to raise the visibility of eResearch services and highlight the benefits.

In the second session, “Searching for Trust,” Patricia was invited by Scott Rea, DigiCert's Vice-President for Government and Education Relations, to participate on a panel discussing proposed solutions to mitigate attacks on Certificate Authorities (CAs). Patricia iterated the important role of system and identity trust for higher education, where learning, assessment, and research are increasingly conducted online.
SUMMARY

In 2012, CAUDIT continued to engage with vendors to deliver value to members by leveraging their collective spending power as well as building strategic partnerships. CAUDIT focused on engaging with key vendors on their future technology roadmaps to ensure that members have information to make sound strategic investment decisions.

In addition, CAUDIT focussed on the governance aspects of its procurement programs to provide members with assurance that its guidelines and procedures will withstand rigorous scrutiny.

GOVERNANCE

PROCUREMENT GUIDELINES

After extensive consultation, CAUDIT drafted 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 purpose of the guidelines is 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 comprises three committees: the CAUDIT Executive, the Strategic Procurement Advisory Committee and the Strategic Procurement Governance Committee.

“Rigorous testing of the Procurement Guidelines has been undertaken to ensure that it is a solid document.”
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.

The Committee was established in 2012. CAUDIT would like to thank the following members of the committee for their contribution during the year:

Sendur Kathir, University of Melbourne – Chair
Steve Johnston, CAUDIT – Ex-officio
Garron Smith – The University of Waikato – NZ Representative
Rick Van Haeften – Australian Catholic University
Brian Greene – 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
STRATEGIC PROCUREMENT GOVERNANCE COMMITTEE

The Strategic Procurement Governance Committee is 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. It provides assurance to the CAUDIT Executive and Membership with respect to the procurement process and probity.

3. It grants final approval for all procurement offers and arrangements.

A call for membership of this Committee was issued in late 2012, with the first meeting to be held in early 2013.
VENDOR INFORMATION AND ENGAGEMENT

CAUDIT Members have an annual IT expenditure in excess of $1B. 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 program 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.

In 2012, following consultation with key strategic vendors, CAUDIT compiled a portfolio to provide the necessary background information to assist vendors to better understand CAUDIT and its members when putting together an offer.

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 limited procurement resources.
PROCUREMENT PORTFOLIO

The CAUDIT Procurement Portfolio provides key information to members about vendor offers that may be of interest to them.

In 2012, the Portfolio was updated to include panel arrangements for the first time. There are currently three vendor panels in place:

- **Microsoft LAR Panel** – for the purchase of software under the Microsoft Agreement.
- **Professional Conference Organisers (PCO) Panel** – for use by CAUDIT and its Members. This panel has been used to select conference organisers for sector-wide conferences such as THETA 2013, and to provide support for CAUDIT Members Meetings.
- **RDSI Storage Vendor Panel** – for the use of Members and RDSI Nodes to purchase storage and related infrastructure or services.

The portfolio documents 19 agreements, with six vendors under the Microsoft LAR Panel, three vendors under the PCO Panel and 20 vendors under the RDSI panel. Members have access to a total of 48 vendors.

In 2013 the document will be updated quarterly, immediately following the Strategic Procurement Governance Committee held each quarter.

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 2012, 30 responses were received, providing information about which vendors Universities will focus on in the future, what their strategic value is, and their intent to purchase in 2013.

The survey confirmed the key main strategic vendors Oracle, Microsoft and Cisco. Two vendors that also rated highly on member focus were Blackboard and Adobe.

Areas of focus were also identified as:

- Storage.
- Data Centre.
- Unified Communications.
- Server Replacement.
- Desktop Replacement.
STRATEGIC VENDORS

CAUDIT works closely with Strategic Vendors to improve the engagement between those vendors, CAUDIT and the Membership.

- Cisco Systems – CAUDIT members have a strong relationship with Cisco and in 2011 the first formal offer between CAUDIT and Cisco was established. This offer was renewed in 2012 and we continue to work with Cisco to explore the relationship and the benefits of improved engagement – the result being ccEngage. Further information on ccEngage can be found in this report within ‘Engaging our Members’

- Microsoft – this is the longest standing vendor offer and it represents a strong relationship between CAUDIT, its Members and Microsoft. 2012 saw the introduction of updated cloud-based services from Microsoft and a shift from being a software company to a services company.

- Oracle – Oracle has been a key focus during 2012, and it has been 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.

In November 2012, as part of a visit to the EDUCAUSE conference in Denver Colorado, the Director Strategic Procurement visited each of these key vendors at their headquarters, as part of the broader engagement program with each vendor.

RENEWED AGREEMENTS

CAUDIT has streamlined the annual renewal processes with all vendors; in particular with regards to large vendor offers such as the VMware and Microsoft offers (with the February 2012 Microsoft renewal representing the first renewal for about half of the Australian Members). To facilitate a smooth renewal process, CAUDIT ensured:

- 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 – fixed price agreements previously resulted in a large price change at renewal (a change that commensurate with CPI and therefore difficult to plan for). By allowing annual price increases at a reasonable level, there is need for vendors to jump pricing up at renewal time.

- 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 National eResearch Tools And Resources (NeCTAR) Project. 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 research 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 is a joint initiative of CAUDIT and RDSI and established a vendor panel for use by RDSI, its nodes and the sector. The following vendors have been included after the first tender concluded in April 2012:

- ASI Solutions.
- Cisco (through Alphawest Pty Ltd, Dimension Data, Frame Group, Logicalis Australia Pty Ltd and UXC Connect resellers).
- DataDirectNetworks.
- Dell.
- EMC Australia.
- Frontline.
- Hewlett-Packard Australia.
- Hitachi Data Systems.
- IBM Australia and New Zealand.
- Intersect.
- NetApp (directly or through reseller Fujitsu).
- Safewell Server Racks.
- SGI.
- XENON Systems Pty Ltd.
- XOStor.

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.
NEW DEALS

In 2012 CAUDIT members gained access to a number of new procurement panels and individual offers.

RESEARCH DATA STORAGE INFRASTRUCTURE PANEL

The RDSI Project (University of Queensland) in conjunction with CAUDIT, conducted a tender process in 2012 for providers of storage infrastructure and services. The result was a panel of 17 vendors along with supporting pricing structures and contracts.

Pricing is available both to RDSI nodes and members of CAUDIT.

The vendors are:

- ASI Solutions.
- Cisco (through Alphawest Pty Ltd, Dimension Data, Frame Group, Logicalis Australia Pty Ltd and UXC Connect as resellers).
- DataDirectNetworks.
- Dell.
- EMC Australia.
- Frontline.
- Hewlett-Packard Australia.
- Hitachi Data Systems.
- IBM Australia and New Zealand.
- Intersect.
- NetApp (directly or through reseller Fujitsu).
- Safewell Server Racks.
- SGI.
- XENON Systems Pty Ltd.
- XOStor.

A second tender was published in late 2012, with the expectation that additional vendors will be added to this panel in 2013.

For more information, please visit http://rdsi.uq.edu.au/vepa.
PROFESSIONAL CONFERENCE ORGANISERS (PCO) PANEL

In February and March 2012, CAUDIT led a tender process for a Professional Conference Organiser for THETA (The Higher Education Technology Agenda Conference). CAUDIT partnered with QUESTnet and with the RDSI Project for a tender that included three conferences: THETA, QUESTnet, and eResearch Australasia. The tender received 49 responses. Conference Logistics, based in Canberra, was the successful tenderer. The process also resulted in a panel of qualified Professional Conference Organisers that met the tender criteria. The result was a panel of three conference organisers that met the selection criteria. They are:

- Conference Design (Hobart).
- Conference Logistics (selected as organiser for THETA 2013) (Canberra).
- YRD (Brisbane).

MICROSOFT PREMIER SUPPORT

During 2011 and 2012, CAUDIT worked closely with Microsoft to improve the Premier Support offerings to Universities. The new arrangement combines support contracts across Universities, aggregating demand and providing improved discounts as well as services that benefit the entire sector.

ADVENT8

Advent8 provide commercial and technical solutions for enterprise and government programs. The offer from Advent8 provides pricing for the Verismic PC Power Management suite, with options to install the software on-premise or to make use of a cloud solution.

APPSENSE

AppSense simplifies the management of user information to decouple the user from the device. The CAUDIT pricing model allows Members to license the software at a cost per EFTSL (or FTE). If the entire Student EFTSL count is licensed, Staff FTE are included at no cost.

This is a three year pricing arrangement, with the offer commencing in December 2012.
**AMX**

A specific price list has been provided for all CAUDIT members by AMX. This pricing arrangement is available for all purchases made of AMX equipment from Platinum and Gold resellers.

**CITRIX ONLINE**

Citrix Systems have long been a partner of CAUDIT. This new offer has been made available by Citrix Online – a division of Citrix that provides the GoToMeeting solution. GoToMeeting is a cost-effective, easy-to-use video conferencing system. The CAUDIT price provides discounted access to this software based upon the number of active organisers in a monthly period.

**O2 NETWORKS**

O2 Networks is a provider of professional services in the network and network security realm and is an Australian 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 off O2 Networks’ standard daily rates.
SUMMARY

In 2012, CAUDIT focused on increasing the value of its existing programs such as the CAUDIT Leadership Institute as well as developing and introducing new opportunities for study tours and mini conferences.

CAUDIT and its members have continued to provide an open door approach to the sharing of information, policies and best practice examples during 2012.

CAUDIT LEADERSHIP INSTITUTE

The CAUDIT Leadership Institute continues to be a highly regarded professional development opportunity within the annual CAUDIT program of activities. 2012 was the fifteenth time the CAUDIT Leadership Institute has been offered to the sector. It was held 20-24 August in Kingscliff NSW.

The number of places was increased from 42 to 48 to accommodate increasing demand. The Institute was once again fully subscribed, with 35 CAUDIT Member Institutions sending delegates – the highest participation level in the Institute’s history.

The CAUDIT Leadership Institute is an extremely positive experience for delegates. The following chart shows participants’ ratings for individual characteristics of the event.

“The number of places was increased from 42 to 48 to accommodate increasing demand – the highest participation level in the Institute’s history.”
2012 participants recommended the Institute to their peers:

“I can’t recommend it enough. Thoroughly enjoyable and a real growth experience. Tremendously valuable for my career and my institution.” - CLI Participant, Victoria University of Wellington
The 2012 Institute faculty are acknowledged for their contributions to the program:

- Stephen Whiteside, Institute Director and Director Organisational Performance & CIO, The University of Auckland.
- Liz Gosling, Director Information & Communications Technology Services, AUT University.
- Peter Nikoletatos, Chief Information Officer, ANU.
- Willie Pritchard, Academic Coordinator of Distance Learning Faculty of the Business and Computer Information Systems Division, De Anza College Cupertino, California.
- Carrie Regenstein, formerly Associate Vice Provost for Computing Services at Carnegie Mellon University (retired).
- Judy Stokker, Director Library Services, QUT.
- Nick Tate, Director, Research Data Storage Infrastructure Project.
- Professor Marnie Hughes-Warrington, DVC (Academic), ANU.

Willie Pritchard, Judy Stokker and Nick Tate completed their terms on the faculty in 2012. CAUDIT would particularly like to thank them for their service to the Institute and the sector.

Through the Leadership Institute, CAUDIT has contributed to the international community by helping to grow the professional development capabilities of partner organisations in other countries. In 2011, four Institute places were offered to IT staff in the Hong Kong and South African higher education communities, with their respective national organisations akin to CAUDIT selecting the attendees. This year, two places were again offered to IT staff in the Hong Kong higher education community. ASAUDIT in South Africa ran its own Leadership Institute for the first time in 2012, with several faculty alumni from the CAUDIT Leadership Institute serving on the first ASAUDIT Leadership Institute faculty. The ASAUDIT Leadership Institute is modelled on the CAUDIT Leadership Institute, which itself was originally modeled on the EDUCAUSE Institutes in the USA.

CAUDIT continues to play an important role in sharing experience and expertise in the international community, with the expectation that in time this will lead to increased opportunities for innovation to flow from other regions back to CAUDIT’s members.

“Through the Leadership Institute, CAUDIT has contributed to the international community by helping to grow the professional development capabilities of partner organisations in other countries.”
CAUDIT MANAGERS PROGRAM

Due to the continued success of the Leadership Institute and the need for professional development opportunities for IT staff at all levels, CAUDIT undertook to expand its professional development offerings and introduce a program designed for new and middle managers.

The CAUDIT Managers Program is based on a successful development program that has previously been offered through QUESTnet. By extending the reach of the program, CAUDIT is leveraging this work for the benefit of all its members. Facilitated by paceLearning, the program runs over a period of seven months and incorporates workshop modules, a 360-degree feedback tool, one-on-one coaching sessions, university visits, and networking opportunities.

CAUDIT called for expressions of interest in November 2012 and received a sufficient number of responses to run the first program beginning in February 2013.

THETA 2013 CONFERENCE

Planning for THETA 2013: The Edge of the World continued throughout 2012. THETA is The Higher Education Technology Agenda, the biennial conference formerly known as EDUCAUSE Australasia. CAUDIT underwrites THETA and organises the conference in partnership with CAUL and ACODE.

THETA will be held in Hobart 7-10 April 2013 and will be chaired by John Parry, Executive Director, Business Transformation at the University of Tasmania.

The conference received 110 submissions in response to the Call for Participation, which closed 22 October 2012. This represents an increase of 28% over the number of submissions received for the 2011 conference and is an indicator that the branding change has been successful and that delegate numbers for the conference are likely to be strong.

CAUDIT would like to thank the following members of the conference committees for their efforts in planning THETA 2013:
THETA Organising Committee

- **CHAIR**: John Parry, University of Tasmania.
- Peter James, University of Technology, Sydney (Past Conference Chair).
- Steve Johnston, CAUDIT.
- Ralph Kiel, Victoria University (CAUL Representative).
- Jane Long, University of Tasmania (CAUL Representative).
- Patricia McMillan, CAUDIT.
- Gary Williams, University of Tasmania (ACODE Representative).

THETA Program Committee

- **CHAIR**: Melanie Pittard, University of Tasmania.
- Bronwyn Davies, University of Tasmania.
- Wendy Hoyle, University of Tasmania.
- Deborah Jones, The University of Melbourne.
- Gerry Kregor, University of Tasmania.
- Patricia McMillan, CAUDIT.
- Di Worth, University of Tasmania.

THETA Conference Experience Committee

- **CO-CHAIR**: Karmen Pemberton, University of Tasmania.
- **CO-CHAIR**: Di Worth, University of Tasmania.
- Geoffrey Brown, The University of Sydney.
- Adrian Dillon, University of Tasmania.
- Marina Lobastov, University of Tasmania.
- Steve Johnston, CAUDIT.
- Patricia McMillan, CAUDIT.
- John Mietzitis, University of Tasmania.
STUDY TOURS

VDI STUDY TOUR

During the Autumn CAUDIT Meeting, Members discussed their Top 10 issues for 2012. The following issues featured in the Top 10 and hence the VDI Study Tour was initiated:

- Mobility and personal devices.
- Bring your own device (BYOD).
- Meeting changing customer needs.
- Virtual Desktop.

VDI is an interesting and complex environment and probably one of the biggest shifts in the IT landscape over the next decade.

21 representatives from Australian and New Zealand universities met in Sydney at the end of June 2012, visiting Macquarie and Sydney Universities and vendors Microsoft, Cisco, VMware and Citrix.

CAUDIT would like to thank the participants and sponsors of the tour, in particular Mark Ridge from Edith Cowan University, who acted as Tour Leader.

“VDI is an interesting and complex environment, and probably one of the biggest shifts in the IT landscape over the next decade.”
P3M STUDY TOUR

CAUDIT’s Portfolio, Program, and Project Management (P3M) Community of Practice reference group worked with CAUDIT to organise a study tour 12-16 November 2012.

Seventeen participants from 13 institutions visited Auckland and Melbourne. The tour featured The University of Auckland, the University of Otago, The University of Melbourne and Victoria University. Featured topics were:

- Portfolio Management and Governance.
- Supporting Enterprise Project Management Systems.

Simon Zaviska, Victoria University was tour leader.

Participants found the study tour to be a very worthwhile experience, as indicated by the feedback.

“Thank you all for sharing the “good” and the “bad”. These events are so valuable.”

- Participant comment
LEARNING SPACES AND TECHNOLOGIES STUDY TOUR

In November 2012, Sarah Chaloner from the University of Western Sydney, led a CAUDIT study tour focused on Learning Spaces and Technologies. This was the second tour on this topic, following the successful study tour in 2011. Sixteen participants from 14 institutions visited sites in the Sydney area from 19 to 21 November. The tour featured learning spaces and technologies at The University of Western Sydney, the University of Technology, Sydney, and the Sydney Centre for Innovation in Learning (SCIL).

The key aims of the tour were to:

- Engage IT leaders in the area of good design for learning and teaching so that holistic design concepts can be replicated in home institutions.
- Explore identified exemplars in learning space designs and understand what components facilitate good learning and teaching practice.
- Develop best practice guidelines around technology integration to share with the wider CAUDIT membership.
- Establish a Community of Practice across Australia and New Zealand.

Feedback from participants shows that this was once again a popular and worthwhile tour.

“A key aim of the tour is to establish a Community of Practice across Australia and New Zealand.”

TOUR REFLECTIONS AND PHOTOS ARE AVAILABLE ON OUR BLOG: cauditlearningspaces.blogspot.com.au
AUSTRALIAN COMPUTER SOCIETY PARTNERSHIP

CAUDIT members and all IT Professionals employed in Australian Universities can now take advantage of reduced membership fees with the signing of a Memorandum of Understanding (MOU) with the Australian Computer Society (ACS). The Society exists to advance professional excellence in information and communications technology (ICT) and develop and monitor competence in the practice of ICT.

Membership of the ACS brings with it a host of benefits and rewards. These include professional development, networking opportunities, career support and resources as well as discounts on professional indemnity insurance, home loans and other rewards.

ACS member benefits are designed to help ICT Professionals keep their knowledge up to date, gain new skills, share ideas and concepts with peers as well as develop and manage their work and career.

ACS President, Nick Tate and CAUDIT President, Maureen Klinkert seal the partnership deal.
2012 MEMBERS MEETINGS

CAUDIT continued to provide a forum of face-to-face forum that allows members to be brought up to date on innovations and experiences of fellow members. Given the large scale on which some CAUDIT members operate, these opportunities are critical for members to ensure they implement effective solutions that are relevant and practical for their environments.

Attendance at both the Autumn and Spring Members Meetings exceeded expectation, confirming that members continue to seek out these events.

The Autumn Members Meeting was held at the Stamford Plaza Hotel Brisbane from 19th to 20th April and featured:

- Issues and challenges from the perspective of the ICT Industry
  Dr Paul Campbell, Executive Officer, IT Industry Workgroup.

- The NBN Project and a more Connected Society – the impact on higher education and what it means for University CIOs/IT Directors.
  Dr Kate Cornick, Executive Director, Institute for a Broadband Enabled Society.

- Overview of SOUL and Hot Issues for University Lawyers
  Ms Saveria Dimasi, President of the Society of University Lawyers.

- Best Practice – BYOD – Bring Your Own Device / Leveraging the CAUDIT Benchmarking Dataset/Access Grid.

- Special Interest Group Discussion -CAUDIT Cisco Executive Exchange.

CAUDIT wishes to acknowledge the following sponsor for their support:

Oracle – Members Meeting Dinner Sponsor
AUTUMN CAUDIT CONNECT SYMPOSIUM

Immediately preceding the Autumn Members meeting, CAUDIT presented a one day Cloud Computing Symposium. The symposium kicked off with a keynote address on Trends in Cloud Computing from Steve Bittinger of Gartner, Canberra. Topics brought to the attention of participants on the day included:

- Legal Issues Associated with the Cloud
  Saveria Dimasi, Executive Director, Legal Services, University of Melbourne, President Society of University Lawyers (SOUL).

- The Cloud-Ready Data Centre
  Phil County, Victoria University.

- Research in the Cloud
  Nigel Ward, NeCTAR.

- Cloud Security
  Jason McClure, Saltbush Group.

- Panel Session: Cloud Computing Issues.

The Symposium was followed by a formal dinner at the historic Customs House overlooking the Brisbane river and the Story Bridge.

CAUDIT wishes to acknowledge the following sponsor for their support:

Microsoft – Symposium Dinner Sponsor
The **Spring Members Meeting** was held from 11th to 12th October at the Intercontinental Hotel in Sydney, NSW.

The Spring Members Meeting utilised an open themed approach which successfully allowed for discussion and updates on varied topics and case studies. The sessions chaired by key member representatives included:

- **MOOCs and the NBN - the potential impacts on teaching and learning**  
  Professor Shirley Alexander, Deputy Vice Chancellor and Vice President (Teaching, Learning and Equity), University of Technology, Sydney.

- **Leadership as a CIO/CEO**  
  Raymond Spencer, Chair, South Australian Health and Medical Research Institute (SAHMRI) and South Australian Economic Development Board.

- **Shared services: VDIT discussions on sharing DBAs, data centres, networks, VDI, and hosted telephony**  
  Sendur Kathir, The University of Melbourne.

- **Australian eResearch Organisations (AeRO) and the AeRO User Support and Service Catalogue Working Groups**  
  Ian Gibson, CEO, Intersect.

- **Amazon Web Services in Higher Education**  
  Ed Lenta, Education Lead ANZ, Amazon Web Services.

CAUDIT wishes to acknowledge the following sponsor for their support: Frontline – Barista Sponsor

Recognition of members at the CAUDIT Spring Members Meeting Dinner.
SPRING CAUDIT CONNECT SYMPOSIUM

Members indicated a high demand for CAUDIT to present a symposium in conjunction with the Spring Members Meeting and were presented with the Mobility and BYOD event which was held immediately preceding the Spring Members Meeting.

The one day symposium included insights from some of the topics including:

- Opening keynote: Enterprise mobility and BYOD trends
  Audrey William, Research Director, Australia and New Zealand ICT, Frost & Sullivan.

- BYOD is Easy! The technology part anyway
  Michael Boyle, Associate Director, Infrastructure Services, QUT.

- VDI & BYOD – Realities and visions
  Geoffrey Brown, Director, Solutions and Engagement, ICT.

- Mobility in the classroom: A mobile marking system
  A/Prof Eva Heinrich, School of Engineering & Advanced Technology, Massey University.

- Virtualisation and software licensing
  Director, Strategic Procurement, CAUDIT.

- Closing keynote: Mobility and BYOD at the CBA
  Jon Waldron, General Manager, IT Engineering, Commonwealth Bank of Australia.

CAUDIT wishes to acknowledge the following sponsors for their support:

Red Hat – Symposium Dinner Sponsor  SGI – Symposium Lunch Sponsor  Frontline – Barista Sponsor

CAUDIT implemented live streaming of key sessions from the Spring Members Meeting and the Mobility and BYOD symposium. Recordings of these sessions were then made available to members via the CAUDIT website. Feedback from those who viewed the podcasts was extremely positive and noted the excellent audio quality.
CAUDIT eNEWSLETTER

The monthly eNewsletter from CAUDIT was introduced in 2012 and quickly became the number one forum and source of current news and information for members. The newsletter is used to circulate information on jobs within the sector, procurement discussions, webinars and activities and is used to communicate latest surveys and research to members.

The eNewsletter is open to both members and non-members and to ensure the integrity of the content is maintained at a high standard, CAUDIT ensures that only quality and relevant information is included within the newsletter.

Initially populated from the CAUDIT-news mailing list, the eNewsletter has seen an 85% increase in subscription registrations during 2012 and continues to rise.

CAUDIT WEBSITE

CAUDIT has redeveloped its web site, introducing a fresh new look, improved navigation, updated content and upgraded administrative functionality.

The site went live in early November and early reactions to the site have been very positive. You are encouraged to take another look. The site includes information on Strategic Initiatives, Strategic Procurement, Professional Development, and Career Development, as well as the latest news and Twitter posts.

The website continues to host a library of members-only content such as benchmarking reports and survey results. CAUDIT electronic resources are available through the web site (using the AAF/Tuakiri) and that in 2013 CAUDIT will continue to work to increase the ease of access to these resources.

SOCIAL MEDIA AND CAUDIT

In 2012 CAUDIT grew its online presence and developed media tools in a bid to give members better access to CAUDIT resources and information and to develop effective communication avenues to facilitate interaction amongst members. Sharing knowledge is one of the main benefits of being part of the CAUDIT group.

CAUDIT is growing a stronger presence by utilising its Facebook, Twitter and now LinkedIn profiles and is proving an effective forum for member communications.

Email remains the most effective and instant way of eliciting reaction from members and CAUDIT maintains individual distribution lists for members and communities of practice. Members often use the email distribution list to poll or survey one another on current topics of interest, such as changes to systems or services.
COMMMUNITIES OF PRACTICE

CAUDIT communities of practice are open to staff at member organisations who want to share information and experiences with their peers on a particular aspect of information communication technology. Current communities include P3M (Portfolio, Program, and Project Management), Enterprise Architecture, Learning Spaces and Technologies, and University Software Licencing Collaboration (USLC). Communities of practice are self-governing. Their activities range from ad hoc information sharing and networking, to coordinated efforts to solve common problems.

In 2012 CAUDIT published 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 to start a new community of practice.
- How CAUDIT can assist with a community of practice.
- Tips on keeping a community of practice running.

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.

CAUDIT would like to thank the reference group members and also Paul Cullen, formerly of Charles Sturt University, who chaired the reference group from its inception in 2010 until leaving CSU in 2012.

“Communities of practice are self-governing. Their activities range from ad hoc information sharing and networking, to coordinated efforts to solve common problems.”
The reference group meets fortnightly and coordinates communication and activities among the group's 70 members. Activities in 2012 included:

- Producing an aggregated list of major projects being undertaken at all participating universities.
- Two webinars offered to the CAUDIT community.
- A study tour in November featuring The University of Auckland, Otago University, The University of Melbourne, and Victoria University.

**ENTERPRISE ARCHITECTURE**

The Enterprise Architecture Community of Practice has run an annual EA Symposium since 2005. The 2012 Symposium was held in Auckland at AUT University.

CAUDIT would like to thank the members of the Organising Committee:

- Felecia van Heerden, AUT University.
- Calum MacLeod, AUT University.
- Kathir Kathiravel, AUT University.
- Jeff Kennedy, The University of Auckland.
- Libby Perrett, AUT University.
- Ric Phillips, La Trobe University.

In 2013 the EA Symposium will be held in Melbourne. Devendra Nambiar, Victoria University, will chair the Organising Committee.

**LEARNING SPACES AND TECHNOLOGIES**

The Learning Spaces and Technologies Community of Practice coordinated a study tour in November 2012 featuring UWS, UTS, and the Sydney Centre for Innovation in Learning (SCIL). CAUDIT would like to thank Sarah Challoner, UWS, who led the tour and the community of practice in 2012.
LIVE WEBINARS

In 2012, CAUDIT continued its engagement with the 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.

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 Community Calls, Microsoft Academy information and other topics of interest.
- **VMware** – updates were provided by VMWare on their various technologies and the offers available to members.
- **Advent8** – Advent8 provided an update on their PC Power Management software from Verismic and sought members to participate in a trial of the software.
- **Remasys Eagle-i** – Remasys provided an update of their monitoring software (Eagle-i) and provided an updated on the licensing arrangement offered to members of CAUDIT.
- **RDSI** – Nick Tate from RDSI provided an overview of the project, in particular the output of the vendor panel (VePa) initiative and tender.
- **Learning Spaces** – leading on from the Learning Spaces Tour in 2011, Sarah Chaloner from the University of Western Sydney provided an overview of the tour and lessons learned.

CAUDIT Connect Live! Webinars will continue into 2013 covering more topics of discussion and areas of interest.
AARNET/CAUDIT STRATEGIC WORKSHOP ON COMMUNICATIONS AND COLLABORATION SERVICES

AARNet and CAUDIT worked together to hold a strategic workshop on communications and collaboration services on 14 June 2012. The workshop was held simultaneously in videoconferencing rooms in seven capital cities: Brisbane, Sydney, Canberra, Melbourne, Hobart, Adelaide, and Perth. Each location had a local facilitator, with Rob Fitzpatrick facilitating the interaction among all locations. Using the videoconferencing technology in this way with coordinated facilitation was very effective and allowed participants to minimise travel. Fifty-five individuals registered to participate.

The aim of the workshop was to better understand common priorities for these services and to identify opportunities for service coordination. Topics included:

- Supporting BYOD with communication services.
- Video dial tone experiences.
- Interoperability approaches.
- Future proofing investment decisions.
- Sector-wide collaborations.

As a result of the workshop, CAUDIT and AARNet gained a better understanding of university requirements and issues regarding unified communications and how they can work together more effectively in these areas, with AARNet as a solution provider and adviser and CAUDIT coordinating input and strategic procurement amongst their members.

“The workshop was held simultaneously in videoconferencing rooms in seven capital cities.”
ccENGAGE

The CAUDIT Cisco Executive Exchange was first proposed in 2011, with the intent to emulate the US-based Higher Education Executive Exchange (HEEE) and to build a stronger relationship between CAUDIT and Cisco.

The initiative evolved into ccEngage, a co-investment partnership between Cisco and CAUDIT members, to identify and undertake activities of mutual interest to Cisco and CAUDIT members.

The identified benefits to Universities were:

- Quicker fixes to pressing issues.
- Sector-wide positions/strategies.
- More informed decision making.
- Stronger shared/joint business cases.
- Early identification of risks and opportunities.
- More informed investments (or investments avoided).

For Cisco:

- Clearer understanding of priorities within the sector.
- Better allocation of resources.
- Identification/development of new offerings/solutions.
- Expansion of partner ecosystem (to build out offerings/solutions).
- More informed business cases regarding investments in sector.
- Validation and testing of (for example) consumption models, roadmaps.

A framework has been established to realize these benefits in 2013. CAUDIT is working closely with Joe McIver (Cisco BDM, Education Solutions) and Rick van Haeften (CAUDIT ccEngage Chair and Acting IT Director at ACU). A program of events has been planned for 2013 commencing with the Cisco APJC Higher Education Summit at Cisco Live! 2013.
SUMMARY

In 2012 CAUDIT enhanced its commitment to further develop services such as the Australian Access Federation and eResearch support, and to work with members to identify new opportunities such as services catalogue for eResearch services.

AUSTRALIAN ACCESS FEDERATION (AAF)

In 2012 CAUDIT continued its leadership role in guiding the operations and strategic development of the Australian Access Federation. The CEO of CAUDIT remains the Public Officer of AAF Inc and the Manager AAF continues to report to the CEO.

CAUDIT’s role in nurturing the AAF has successfully resulted in the only self-funding and sustainable Australian national eResearch service to date. In June 2012 CAUDIT was successful in obtaining $330,000 funding for the AAF from the Department of Industry Innovation, Science, Research and Tertiary Education (DIISRTE). Commencing in 2012, 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: www.aaf.edu.au/strategic-initiatives).

As of the end of 2012, the AAF had 67 subscribing organisations and in excess of 90 services connected to the Federation. In 2013, AAF authentication will continue to enable more than one million end users in CAUDIT member organisations to access AAF connected services using their home credentials.
SUPPORT FOR NATIONAL eRESEARCH 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 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 advising on, brokering, providing and supporting eResearch services.

In 2012, CAUDIT’s strategic initiatives related to eResearch included:

- In collaboration with the RDSI Project, establishing 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.
- Joining AeRO (Australian eResearch Organisations) in order to engage with and influence other organisations in taking a national, collaborative approach to eResearch.
- With AeRO, creating a more seamless approach to ICT support for eResearch services. This work is closely related to CAUDIT’s Support for National eResearch Services initiative funded by the Australian Government.
- With AeRO, creating a framework for more seamless access to information about eResearch services. This work has grown out of the eResearch store demonstrator developed through CAUDIT’s eResearch Services Committee in 2010 and 2011.

“Members are increasingly involved in advising on, brokering, providing, and supporting eResearch services.”
USER SUPPORT FOR eRESEARCH SERVICES

As an outcome of the second AeRO forum, CAUDIT led a working group to investigate how support for researchers could be improved. This working group consisted of a cross section of AeRO and CAUDIT members was formed with Paul Sherlock as the chair of the group.

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

1. There is clearly scope for improving the level of “self-support” across most service providers.

2. Tier 1 help desks are well established and many are underpinned by industry standard help desk systems and service management frameworks such as ITIL.

3. Tier 2 support exists primarily in CAUDIT and AERO Member organisations whilst Tier 3 support is spread more widely.

4. There appears to be only loose coupling between Tier 1, 2 and 3 when considered across different organisations.

5. 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.

6. The current support arrangements are clearly not optimal.

The working group then envisioned an ideal future state for ICT support for researchers and developed a work program aimed at moving as rapidly as possible towards the future state.

The recommended work program proposed to focus on the following areas:

1. Improving service usability.

2. Joining up the user support (across Tiers1-3) into a coherent framework.

3. Helping new research service providers connect into the framework.

CAUDIT members, along with the members of AeRO were asked to contribute to the project, with a view to commencing the program of work in 2013.
SERVICES CATALOGUE FOR eRESEARCH

Following the first AeRO National Forum held in Sydney February 2012, services catalogues and user support for eResearch services were identified as the top two priorities for AeRO initiatives.

CAUDIT was asked to chair a working group on services catalogues due to their work with the CAUDIT eResearch Store in 2010 and 2011. Patricia McMillan, CAUDIT Director Strategic Initiatives & Member Services, convened the AeRO working group, which conducted an assessment of stakeholder needs and priorities for access to information on ICT services supporting research in the sector.

The working group delivered a proposal to the AeRO Executive Committee in December 2012 for a more seamless approach to service information. The proposal recommended a program of work in two phases:

1. First meet the service information needs of AeRO’s ICT Support for Researchers Project.

2. Use the experience from the first phase to recommend an approach to expanding the number of services, the information about the services, and the ways in which users can access and interact with the service information.

AeRO, with CAUDIT participation, plans to implement the first phase of the program in 2013.
SUMMARY

Throughout 2012 CAUDIT has continued its questioning approach to IT practice within higher education, with the aim of helping members plan and deliver IT Services that represent industry best practice.

COLLECTION OF 2011 BENCHMARKING DATA

CAUDIT distributed the 2012 Annual Benchmarking Report, based on the 2011 data collection, at the Spring Members Meeting. CAUDIT has been collecting benchmarking data since 2003 and has been producing an Annual Benchmarking Report since 2010 for participating members.

In 2012, for the first time, 100% of CAUDIT’s Australian and New Zealand university members contributed data, as did CSIRO and the Australian Institute of Marine Science. The high level of participation in the annual benchmarking process is a measure of the value CAUDIT members place on the benchmarking information.

The report contains three main sections: a view of the sector, showing trends from 2008 to 2011, IT expenditure benchmarks for 2011 and green IT benchmarks for 2011.

Some key findings from the trend analysis were:

1. University IT spending increased modestly over the period 2008 to 2011, with no major differences among universities in different Complexity Index groups.

2. University IT spending, however, shrank from 2010 to 2011. The universities experiencing the greatest IT spending contraction were the largest universities – those with a Complexity Index between 7.0 and 9.9. Similarly, these universities experienced a sharp drop in the percentage of university revenue spent on IT.

3. University IT staff numbers also grew modestly over the period 2008 to 2011. Universities continued their trend towards more centralised IT. In particular the large universities with a Complexity Index between 7.0 and 9.9, moved from being far less centralised than other universities to having around the same percentage of central IT staff as other universities.
Graph 1: Change in average total IT spend from 2010 to 2011, adjusted for inflation

<table>
<thead>
<tr>
<th>Category</th>
<th>2010</th>
<th>2011</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>All universities</td>
<td>$40.3M</td>
<td>$38.6M</td>
<td>-4%</td>
</tr>
<tr>
<td>Universities with CI 1.0 - 2.9</td>
<td>$13.9M</td>
<td>$14.3M</td>
<td>+4%</td>
</tr>
<tr>
<td>Universities with CI 3.0 - 4.9</td>
<td>$33.9M</td>
<td>$33.1M</td>
<td>-2%</td>
</tr>
<tr>
<td>Universities with CI 5.0 - 6.9</td>
<td>$58.3M</td>
<td>$59.3M</td>
<td>+2%</td>
</tr>
<tr>
<td>Universities with CI 7.0 - 9.9</td>
<td>$109.3M</td>
<td>$96.2M</td>
<td>-12%</td>
</tr>
</tbody>
</table>

Graph 2: Change in average IT staff numbers and centralisation of IT staff, 2008 to 2011

<table>
<thead>
<tr>
<th>Category</th>
<th>2008</th>
<th>2011</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>All universities</td>
<td>177</td>
<td>192</td>
<td>+9%</td>
</tr>
<tr>
<td>Universities with CI 1.0 - 2.9</td>
<td>70</td>
<td>72</td>
<td>+4%</td>
</tr>
<tr>
<td>Universities with CI 3.0 - 4.9</td>
<td>148</td>
<td>170</td>
<td>+14%</td>
</tr>
<tr>
<td>Universities with CI 5.0 - 6.9</td>
<td>312</td>
<td>304</td>
<td>-3%</td>
</tr>
<tr>
<td>Universities with CI 7.0 - 9.9</td>
<td>417</td>
<td>444</td>
<td>+7%</td>
</tr>
</tbody>
</table>
COLLABORATION WITH EDUCAUSE

Richard Northam (CAUDIT) and Paul Sherlock (UniSA) commenced a detailed dialogue with Susan Grajek, Vice President Data, Research and Analytics (EDUCAUSE), on how the quality of Information Technology Services might be measured in a simple, but meaningful manner. This dialogue is likely to lead to a more formal joint initiative in 2013.

BENCHMARKING WORKING GROUP

In 2012 CAUDIT initiated a process to review, refresh and enhance the CAUDIT Benchmarking Survey to reflect current trends and requirements. A key focus is the need to incorporate a service quality measure in order to contextualise IT spending data.

The Benchmarking Working Group began meeting in July 2012 with the following terms of reference:

- Review and update the survey for relevance.
- Enhance the survey to incorporate qualitative and additional quantitative measures that would benefit the CAUDIT community. Consider other surveys used by members of the CAUDIT community that could be incorporated to add service quality benchmarks. Identify opportunities for CAUDIT to negotiate procurement contracts for participation in the recommended surveys.
- Update system and service profiles to assist members in lieu of surveys throughout the year.
- Determine the feasibility of measuring the value derived from technology in regards to the student experience and research. For example impact of wireless technology in teaching spaces. [Noted that this is a stretch goal].
- Test the survey through a limited pilot.
- Develop a rollout plan to ensure consistent understanding and quality results.
A pilot of the new survey is planned for 2013, with incorporation into the CAUDIT Benchmarking System in 2014.

CAUDIT would like to thank the members of the Benchmarking Working Group.

- **CHAIR:** Mary Sharp, University of Newcastle.
- Philip Costley, UWS.
- John Dixon, University of Ballarat.
- Brian Greene, UWA.
- Michael Kirby-Lewis, UNSW.
- Patricia McMillan, CAUDIT.
- Mark Pigot, The University of Sydney.
- Paul Sherlock, University of South Australia.
- Zoran Sugarevski, Victoria University.
- Michael Thompson, USQ.
- Ann Walters, University of Newcastle.
- Andrew Wilmore, The University of Melbourne.
MEMBER SURVEYS/GROUP RESEARCH

Group research was conducted by members throughout 2012, providing valuable data and experiences on various topics and activities. Surveys are a useful tool for members to assist them to make informed decisions when implementing or reviewing systems.

Some of the 2012 surveys included:

- Web-based video conferencing.
- Bulk printing services.
- Log monitoring software.
- TechnologyOne student system.
- International student application management systems.
- Capital spend on technology in new buildings.
- Content management systems.
- IT asset management.
- Provisioning and deprovisioning staff and student email.
- X86 replacement cycles.
- Second hand bookshops and their software applications.
- Microsoft SharePoint data warehousing.
- Program and course management systems.
- CRM systems.
- Online student facilities – LMS, lecture capture, etc.
- Personal cloud services.
- OH&S management systems.
- BYOD programs.
- Corporate Gmail.
- Student Internet access restrictions.
- The value of a top-level domain.
- Enterprise architecture consultants.
- Contract management systems.

CAUDIT holds past surveys and these results are available to members on the CAUDIT website.
In 2013, CAUDIT will refocus its activities in line with the new strategic plan and continue to deliver a range of core services to CAUDIT members.

In particular, CAUDIT will focus on:

**Strategic Procurement**
- The formation of the Strategic Procurement Governance Committee which will have oversight of CAUDIT’s procurement processes and controls to ensure they are transparent and align with the policies and procedures of its members.
- The renegotiation of the VMWare Agreement for the 2013-17 period on behalf of members.
- A focus on enhancing the strategic value of relationships with Cisco, Microsoft, Oracle, AARNet and Google for the benefit of members.

**Benchmarking and Analytics**
- The delivery of short, visually orientated monthly analytics reports which focus on a topic that relates to the CAUDIT Top Ten or is topical for members.
- The enhancement of the existing benchmarking system to increase the number of data elements held, as well as a trial to measure the quality of IT services.

**Professional Development**
- The commencement of a new professional development offering called the CAUDIT Managers Program, which complements the CAUDIT Leadership Institute, and targets new and middle managers working in IT.
- Leveraging the existing MoU with the Australian Computer Society to open up greater Professional Development opportunities for IT Professionals throughout higher education.
- The Higher Education Technology Agenda (THETA) conference which will be held in Hobart in April 2013.
- Workshops aimed at increasing the capability and skills of IT Professionals in the areas of Procurement and Benchmarking.

**Other Initiatives**
- A focus on aligning CAUDIT activities such that they clearly relate to Teaching, Learning and Research, the core business of members.
- A continuing focus on engaging more broadly with IT Professionals across the membership, as well as fostering and nurturing communities of practice and collaboration more broadly.
- Continuing to build on the redeveloped CAUDIT website to provide more functionality and enhanced search capabilities for members.
- Continuing to build and enhance the relationships with like organisations in other parts of the world to enable the sharing of ideas, experiences and best practice across national boundaries.
- 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.
EXECUTIVE COMMITTEE

President - Ms Maureen Klinkert

Maureen is the Director of IT Services at the University of the Sunshine Coast and has more than 33 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 many 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 17 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 upgrades, a campus-wide ’managed operating environment’ and the implementation of appropriate computing environments to cater for the growth from 500 students in 2006 to over 8,000 enrolled students today.

Maureen is the immediate 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 Director Information Services and Chief Information Officer 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 IT 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. At Curtin University, Peter’s experience was a valuable asset in helping develop Curtin’s capacity to integrate next generation teaching and learning, research support and improvements to corporate services.

In 2012, Peter became Chair of the AARNet Advisory Committee. In 2011, he 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 where he chaired the Infrastructure Advisory sub-committee. 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, and a member of the Enterprise Cloud Leadership Council (ECLC). In 2009, he became a Faculty member of the CAUDIT Leadership Institute and throughout 2009 and 2010 he served on the Gartner Symposium Advisory Board and the DELL Platinum Advisory Council. In 2011, Peter was runner up in WAITTA CIO of the Year Award.

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.

Peter has a particular interest in ICT strategy and its relationship to research, teaching and Learning. 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.
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 5 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 and Chair of the Queensland Branch Executive Committee for the Australian Computer Society.

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 Chair of the Queensland Branch Executive Committee for the Australian Computer Society, 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 Director of 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), 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. 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 a faculty member 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.
MEMBERS

ACT

**ANU**
Mr Peter Nikoletatos
Director of Information Services and Chief Information Officer

**CSIRO**
Mr David Toll
Chief Information Officer

**University of Canberra**
Mr David Formica
Head Information Technology Services

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

TASMANIA

**University of Tasmania (Jan-Oct)**
Mr John Parry
Director Information Technology Resources

**University of Tasmania (Oct-Dec)**
Mr Adrian Dillon
Acting Chief Information Officer

NEW SOUTH WALES

**Charles Sturt University**
Mr Garry Taylor
Executive Director

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

**Southern Cross University**
Mr Matthew Smith
Director, Technology Services
Flinders University (Jan-May)
Mr Dean Gawler
Director Information Services Division

Flinders University (May-Dec)
Mr Ian Smith
Director

University of Adelaide
Mrs Virginia Deegan
Director Infrastructure, Property and Technology

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

Curtin University of Technology
Mr Ian Hill
Acting Chief Information Officer

Edith Cowan University
Ms Elizabeth Wilson
Chief Information Officer

The University of Notre Dame Australia
Mr Graham Foster
Director

Murdoch University (Jan-Nov)
Mr Ian Sanderson
Director, Strategic Projects (IT)

University of Western Australia
Dr Mary Davies
University Librarian and Director (Information Management)

University of the South Pacific
Mr Kisione Finau
Director Information Technology Services

South Australia
West Australia
South Pacific
Divine Word University
Fr Jan Czuba
Vice-Chancellor

University of Papua New Guinea
Mr Alan Easton
PVC Academic and Student Affairs

University of Technology in Lae
Mr Berry Amol
Acting Information Technology Director

Auckland University of Technology
Ms Liz Gosling
Director ICT Services

Lincoln University
Mr Stuart Reilly
Acting Information Technology Services Director

Massey University
Mr Clive Martis
Information Technology Services Director

The University of Auckland
Ms Elizabeth Coulter
Director Information Technology Services

University of Canterbury
Mr Andy Keiller
Acting Chief Information Officer

University of Otago
Mr Mike Harte
Director Information Technology Services

The University of Waikato
Mr Kevin Adamson
Director of Information Technology

Victoria University of Wellington
Mr Stuart Haselden
Director of Information Technology
STAFF

Chief Executive Officer - Richard Northam

Richard Northam currently holds the role of Chief Executive Officer of the Council of Australian University Directors of Information Technology (CAUDIT) and is a board member of the Australian Access Federation Inc. Richard has more than 20 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.

More recently he has played a key national and international leadership role in enhancing research through the use of new methodologies and development of eResearch infrastructure that are enabled by Information Technology. Richard has also presented at a number of conferences on topics including Cloud Computing, Federated Identity Access Management, IT Benchmarking, Collaboration, IT Leadership and represented the IT interests of the Australian Higher Education Sector at various international forums and meetings. He recently co-authored an article in EDUCAUSE Review on “Cloud Computing and the Power to Choose” and sits on the board of EDUCAUSE which is a US based association which represents the best thinking in higher education IT.

Richard holds a Bachelor of Engineering (Electronics) and is a Member of the Australian Institute of Company Directors. He has a keen interest in landscape photography whilst hiking and mountain biking and is a 1st Dan Black Belt Instructor in Tae Kwon Do, and a qualified Snowboarding Instructor.
**Director, Strategic Initiatives & Member Services - Patricia McMillan**

Patricia McMillan is 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. She lives in Sydney where she enjoys playing the guitar, swing dancing, and racing with the Sydney Amateurs Sailing Club.
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 15 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 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.

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.
Office Manager - Cassandra Spencer

Cassandra Spencer is the Office Manager for CAUDIT. Her role is to ensure financial and administrative compliance for the Canberra Office of CAUDIT and assisting in the provision of open communications between CAUDIT members.

Cassandra brings to the position sound administrative and financial skills having filled a similar position with the Institute of Foresters of Australia for the past 7 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).

Cassandra’s role with CAUDIT is a diverse role and she acts as a central point for general communications for CAUDIT members, online content and communications as well as managing CAUDIT’s budgets and financial records. Cassandra has a keen interest in the IT industry and is looking forward to delivering the services of CAUDIT to the higher education sector.

Business Analyst - Dean Nottingham

Dean Nottingham joined CAUDIT and the Australian Access Federation (AAF) on 26 September 2012 as a Business Analyst. His 12 month position will see him working on the DIISRTE funded project to enhance the utility of the AAF, focusing on improving end-user support as well as further developing AAF’s software offerings.

Dean was previously contracted as a business analyst and project manager on a number of different IT projects with the Queensland Government. His most recent role was managing the development of Queensland’s online plumbing application register to coincide with the introduction of legislation amendments. Prior to that Dean played an integral part in the introduction of Queensland’s Pool Safety Register and the online development application system.
AUDITOR’S REPORT

John Beard
Registered Company Auditor 15775
ABN 3676 149 0955

INDEPENDENT AUDITOR’S REPORT TO THE MEMBERS OF
COUNCIL OF AUSTRALIAN UNIVERSITY DIRECTORS
OF INFORMATION TECHNOLOGY INCORPORATED


I have audited the accompanying financial report, being the special purpose financial report, of the Council of Australian University Directors of Information Technology (the Association), which comprises the statement of financial position 31 December 2011 and the income statement and statement of changes in equity for the year ended on that date, a summary of significant accounting policies, other explanatory notes and the statement by members of the committee.

Committee’s Responsibility for the Financial Report

The committee of the association is responsible for the preparation and fair presentation of the financial report and have determined that the accounting policies used and described in Note 1 to the financial statements which form part of the financial report are appropriate to meet the requirements of the members.

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

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit 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 true 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.

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

**Independence**

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

**Auditor’s Opinion**

In our opinion, we report that the financial report of the Council of Australian University Directors of Information Technology Incorporated

- Presents fairly, in all material respects, the Association’s financial position as at 31 December 2012 and of its performance for the year ended on that date in accordance with the accounting policies described in Note 1.
- Complies with Australian Accounting Standards (including the Australian Accounting Interpretations) to the extent described in Note 1.

**Basis of Accounting and Restriction on Distribution**

Without modifying our opinion, we draw attention to note 1 to the financial report, which describes the basis of accounting. The financial statements are special purpose financial statements prepared for the purpose of complying with the NSW Associations Incorporation Act 2009 and to satisfy the financial reporting requirements of the constitution and to meet the needs of the members of the Association. As a result, the financial report may not be suitable for any other purpose.

Signed:  

John Beard Registered Company Auditor 15775

Date: 28 February 2013
### INCOME STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2012

<table>
<thead>
<tr>
<th>INCOME</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership subscriptions</td>
<td>855,212</td>
<td>604,501</td>
</tr>
<tr>
<td>Registrations</td>
<td>311,438</td>
<td>277,054</td>
</tr>
<tr>
<td>Strategic Initiatives (DISRTE)</td>
<td>144,737</td>
<td>-</td>
</tr>
<tr>
<td>Vendors</td>
<td>24,828</td>
<td>10,000</td>
</tr>
<tr>
<td>Member Services</td>
<td>10,000</td>
<td>-</td>
</tr>
<tr>
<td>AAF salary supplementation</td>
<td>-</td>
<td>162,423</td>
</tr>
<tr>
<td>Re-imbursements</td>
<td>19,531</td>
<td>131,050</td>
</tr>
<tr>
<td>Bank Interest</td>
<td>41,545</td>
<td>14,652</td>
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<tr>
<td>Gifted Funds from CAUDIT</td>
<td>-</td>
<td>564,588</td>
</tr>
<tr>
<td>Sundry Income</td>
<td>570</td>
<td>-</td>
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<tr>
<td><strong>TOTAL INCOME</strong></td>
<td>1,407,861</td>
<td>1,764,268</td>
</tr>
<tr>
<td>EXPENSES</td>
<td>2012  $</td>
<td>2011  $</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>--------</td>
<td>--------</td>
</tr>
<tr>
<td>Staff salaries</td>
<td>627,334</td>
<td>715,602</td>
</tr>
<tr>
<td>Staff leave entitlements</td>
<td>9,880</td>
<td>61,540</td>
</tr>
<tr>
<td>General Operating Expenses</td>
<td>123,885</td>
<td>161,342</td>
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<tr>
<td>Core Member Services</td>
<td>49,309</td>
<td>27,838</td>
</tr>
<tr>
<td>Study Tours</td>
<td>51,249</td>
<td>22,764</td>
</tr>
<tr>
<td>Leadership Institute expenses</td>
<td>177,883</td>
<td>134,589</td>
</tr>
<tr>
<td>Meeting Expenses</td>
<td>171,812</td>
<td>123,855</td>
</tr>
<tr>
<td>Strategic Initiatives</td>
<td>144,816</td>
<td>24,688</td>
</tr>
<tr>
<td>Reimbursable Expenses</td>
<td>19,011</td>
<td>-</td>
</tr>
<tr>
<td>Accounting fees</td>
<td>20,500</td>
<td>14,783</td>
</tr>
<tr>
<td>Audit fees</td>
<td>2,000</td>
<td>7,500</td>
</tr>
<tr>
<td>Depreciation</td>
<td>3,967</td>
<td>3,255</td>
</tr>
<tr>
<td>Rent of premises</td>
<td>54,938</td>
<td>8,040</td>
</tr>
<tr>
<td>TOTAL EXPENSES</td>
<td>1,456,584</td>
<td>1,305,796</td>
</tr>
</tbody>
</table>

| NET SURPLUS (DEFICIT)            | (48,723)| 458,472|

This Income Statement should be read in conjunction with the accompanying notes to the accounts.
### Statement of Financial Position as at 31 December 2012

<table>
<thead>
<tr>
<th>Assets</th>
<th>2012 $</th>
<th>2011 $</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bank - Operating a/c</td>
<td>266,772</td>
<td>823,572</td>
</tr>
<tr>
<td>Bank – Online Saver a/c</td>
<td>907,014</td>
<td>355,690</td>
</tr>
<tr>
<td>Bank – DIISRTE a/c</td>
<td>215,337</td>
<td>-</td>
</tr>
<tr>
<td>Term Deposit</td>
<td>60,000</td>
<td>60,000</td>
</tr>
<tr>
<td>Membership Debtors</td>
<td>470,669</td>
<td>466,545</td>
</tr>
<tr>
<td>Sundry Debtors</td>
<td>59,994</td>
<td>14,241</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td>1,979,786</td>
<td>1,720,048</td>
</tr>
<tr>
<td><strong>Non-Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipment at wdv</td>
<td>12,760</td>
<td>5,961</td>
</tr>
<tr>
<td><strong>Total Non-Current Assets</strong></td>
<td>12,760</td>
<td>5,961</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>1,992,546</td>
<td>1,726,009</td>
</tr>
<tr>
<td>LIABILITIES &amp; EQUITY</td>
<td>2012 $</td>
<td>2011 $</td>
</tr>
<tr>
<td>------------------------------</td>
<td>--------</td>
<td>--------</td>
</tr>
<tr>
<td><strong>CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payables</td>
<td>69,193</td>
<td>135,929</td>
</tr>
<tr>
<td>GST liability</td>
<td>96,759</td>
<td>102,094</td>
</tr>
<tr>
<td>Prepaid Income</td>
<td>1,345,425</td>
<td>967,974</td>
</tr>
<tr>
<td>Staff leave entitlements</td>
<td>51,890</td>
<td>47,255</td>
</tr>
<tr>
<td>Staff leave entitlements (LSL)</td>
<td>14,696</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL CURRENT LIABILITIES</strong></td>
<td>1,574,963</td>
<td>1,253,252</td>
</tr>
<tr>
<td><strong>NON- CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff leave entitlements (LSL)</td>
<td>4,834</td>
<td>14,285</td>
</tr>
<tr>
<td><strong>TOTAL NON-CURRENT LIABILITIES</strong></td>
<td>4,834</td>
<td>14,285</td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td>409,749</td>
<td>458,472</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MEMBERS FUNDS</th>
<th>2012 $</th>
<th>2011 $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retained Surplus</td>
<td>409,749</td>
<td>458,472</td>
</tr>
<tr>
<td><strong>TOTAL MEMBERS FUNDS</strong></td>
<td>409,749</td>
<td>458,472</td>
</tr>
</tbody>
</table>

This statement of financial position should be read in conjunction with the accompanying notes to the accounts.
### Statement of Changes in Equity for the Year Ended 31 December 2012

<table>
<thead>
<tr>
<th></th>
<th>Retained Earnings</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Balance at 31 December 2010</strong></td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net surplus (deficit)</td>
<td>458,472</td>
<td>458,472</td>
</tr>
<tr>
<td>Transfers</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Balance at 31 December 2011</strong></td>
<td></td>
<td>458,472</td>
</tr>
<tr>
<td>Net surplus (deficit)</td>
<td>(48,723)</td>
<td>(48,723)</td>
</tr>
<tr>
<td>Transfers</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Balance at 31 December 2012</strong></td>
<td></td>
<td>409,749</td>
</tr>
</tbody>
</table>

This statement of changes in equity should be read in conjunction with the accompanying notes to the accounts.
NOTES TO AND FORMING PART OF THE ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2012

NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Preparation

The Committee has determined that the Association is not a reporting entity because there are no users dependent on a general purpose financial report.

The financial statements are special purpose financial statements prepared for the purpose of complying with the NSW Associations Incorporation Act 2009 and to satisfy the financial reporting requirements of the constitution and to meet the needs of the members of the Association.

The financial statements have been prepared in accordance with the recognition, measurement and classification requirements of Australian Accounting Standards and comply with the requirements of the following Australian Accounting Standards:

   AASB 1048 Interpretation of Standards
   AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors

The financial report is prepared on an accruals basis and is based on historical costs and does not take into account changing money values or, except where stated, current valuations of non-current assets. Cost is based on the fair values of the consideration given in exchange for assets.

The following is a summary of the significant accounting policies adopted by the Association in the preparation of the financial report. These policies are consistent with the previous year unless stated otherwise.

a) Income Tax:
   The income of the Association is exempt from income tax under Division 50-5 of Income Tax Assessment Act 1997
b) Income In Advance
Income received for subscriptions from members and events which will occur in relation to the subsequent financial year are treated as income in advance.

c) Income
Interest revenue is recognised on a proportional basis taking into account the interest rates applicable to the financial assets.

d) Goods & Services Tax
Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the Statement of Financial Position are shown inclusive of GST.

(e) Equipment
Equipment is measured on the cost basis less depreciation and impairment losses.
Depreciation is calculated on a straight-line basis, over the useful lives of the assets to the Association commencing from the time the asset is held ready for use.
The carrying amount of equipment is reviewed annually by the Association to ensure it is not in excess of the recoverable amount from those assets. The recoverable amount is assessed on the basis of the depreciated replacement cost of the asset.
Equipment that has been contributed at no cost, or for nominal cost, is valued at the fair value of the asset at the date it is acquired.

(f) Impairment
At the end of each reporting date, the Association assesses whether there is any indication that an asset may be impaired. If such an indication exists, the recoverable amount of the assets, being the assets depreciated replacement costs, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expenses in the income statement.

(g) Staff Leave Entitlements
Liabilities for staff salaries and staff leave entitlements expected to be settled within 12 months of the reporting date are recognised in current liabilities in respect of staff services up to the reporting date and are measured at the amounts expected to be paid when the liabilities are settled.
(h) Comparative Figures
When required by Accounting Standards, comparative figures have been adjusted to conform to changes in presentation for the current financial year.

(i) Critical Accounting Estimates and Judgments
The committee members evaluate estimates and judgments incorporated into the financial report based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the Association.

NOTE 2: ASSOCIATION DETAILS

The Council of Australian University Directors of Information Technology Incorporated is an incorporated association under the New South Wales legislation Associations Incorporation Act 2009.

The registered office of the Association is 10 Nyora Place, Jerrabomberra, NSW, 2619.

The principal place of business of the association is Building 9, Banks Street, Yarralumla, ACT

The Council of Australian University Directors of Information Technology (unincorporated association) net assets and activities were transferred to The Council of Australian University Directors of Information Technology (NSW incorporated association) in February 2011.
This is shown in the Income Statement for the year as Gifted Funds from CAUDIT $564,588.

NOTE 3: EVENTS AFTER THE REPORTING DATE

Since the end of the financial year there have been no material post balance date events that could affect the financial position and performance of the Association.

The financial report was authorised for issue on the date the Committee Report was signed and dated.