CIO - Quarterly Update 3
2012

Peter Nikoletatos
Director, ANU Information Technology Services
and Chief Information Officer
Agenda

• Welcome
• DoI Administration Review
• Enhancing Administrative Efficiency
• Strategic Vendors
• ITS Online
• Technology Priorities
• Focus
DoI Administration Review: recommendations

1. Establish University ICT Governance Committee
2. Change name to reflect separation Library/IT
3. Implement 12 flagship projects, starting with ANU Email & ANU Service Desk
4. Roles & Responsibilities for New Projects / System Enhancements
5. DoI Communication Strategy
6. CIO to lead professional development program for DoI
7. Senior Manager lead engagement and divisional cohesion
8. Implement Graduate recruitment program
9. CIO practice leader for skills and training for all ANU IT Staff
10. Develop and publish ANU ICT Service Catalogue
IT Governance Maturity Assessment

Source: Deloitte Internal Audit of IT Governance (ANU)

Current State: as of April 2012.
<table>
<thead>
<tr>
<th>College or Service Division</th>
<th>ISO 38500:2008 Principles</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Responsibility</td>
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<tr>
<td>College of Arts and Social Sciences</td>
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<tr>
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<tr>
<td>College of Law</td>
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<td>College of Asia and the Pacific</td>
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<td>Finance and Business Services</td>
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<tr>
<td>Information Services</td>
<td>Defined (3)</td>
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<tr>
<td>Statistics Services</td>
<td>Repeatable (2)</td>
</tr>
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</table>
University ICT Governance Committee

Proposed Membership

- VC (Chair)
- DVC Academic
- DVC Research
- Exec Director A&P
- Rep College Dean
- Rep College GM
- Chief Financial Officer
- Chief Information Officer

DRAFT
From the CIO

This year’s University Administrative Reviews have initiated a number of changes within our Division. Following the Finance & Business Services (FSBS) Review in May, and in consultation with the Chief Finance Officer, Doi Finance formally changed its reporting line to FSBS on Monday 24 September. A service level agreement will be established to ensure continuation of services to Doi.

Following recommendations from the Doi Administrative Review in July, the Division has now changed its name to ANU Information Technology Services (ITS), and will formally split from the Library on 9 October.

IT Services and the Library will continue to provide exceptional information services to meet the research, teaching and learning needs of the University.

I look forward to updating all staff on changes and implementation of Divisional plans at the CIO Quarterly Update on 9 October.

Peter Nikololatas
Director, IT Services and Chief Information Officer
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Formal name change and separation of IT and Library services announced
ANU by 2020

ANU Service Desk
Enterprise Systems Support
Business Analysis
Communication Services

eLearning Support
IT Security
Learning Spaces and Printing
Networks and Access

Project Management
Research Computing
Software Services and ICT Purchasing
Assistive Technology

BYOD

End User Device

Integrated Converged Secured Network

Service Delivery Model

Cloud

ANY USER
ANYWHERE
ANYTIME
ANY DEVICE
Enhancing Administrative Efficiency (1)

- Implement a single ANU Email Platform
- Implement a single ANU ICT Service Desk
- Coordinated Strategic Procurement
- Coordinated ANU software licensing management and assurance
- Single ANU Authentication and Identity
- Secured ANU Network
Enhancing Administrative Efficiency (2)

- Optimizing ANU Data Centers
- Enterprise wide ANU Storage solution
- Sub-culture of project management
- Managed Print Services
- Infrastructure refresh for next generation learning environments
- Engagement with ANU wide ICT focus
ITS Project Office

Current State

Organisational drivers

Future State (Vision)

Strategy

University

Colleges and Service Divisions

ICT Governance Committee

Proposals (Business Case Driven)

Benefits

Priorities

Are determined by the required capacity & capabilities

Are also assessed against

Projects

Outputs

Portfolio Management

Project Management Office

Deliverable

Investment

Realisation
Top-down leadership
Strategic in nature
Considers matters with a >6mth perspective
Frequency of meeting: fortnightly

Bottom-up enrichment
Operational in nature
Considers matters with a <6mth perspective
Frequency of meeting: fortnightly
Services are the focus of prioritization in the services model.

Projects are the focus of prioritization in the traditional model.
University IT Benchmarking Survey closed

For the first time, ANU is participating in a national IT Benchmarking Survey. Members of the university staff and student communities were sent an email with a link to the survey on 24 September. Thank you to over a thousand students and staff who have completed the survey. The survey closes on Monday 8 October.

Participants:

Staff – 1235
Students – 879
Total – 2114
ANU Online: pedagogical uplift

• How educational activities are—and might be better—supported by IT platforms at ANU
• The resources—financial, hardware, software, human, policy, governance, strategic clarity - needed to ensure stable provision of educational enterprise platforms
• The links needed between IT platforms to address issues of manual handling and duplication of effort
• Staff education needed to harness opportunities in eLearning; and
• Possible timelines for deployment that reflect institutional capability to manage technological change.
Snapshot

Currently Trending
• Ubiquitous connectedness
• Convergence
• Information abundance
• Access over ownership
• Consumerization

Challenges / Opportunities
• Shrinking innovation cycles
• Open everything
• Collaboration and crowdsourcing
• Data mining and predictive analytics
• Complexity
Next Generation Learning Spaces
Predictions – Friendlier, Immersive IT

- Wireless coverage and density is critical to support mobile experiences. The end-device is irrelevant.
- Large portions of back room IT will be in cloud facilities.
- Video will be become immersive and natural in ways not yet imagined.
- Collaboration services within universities will also support cross-organisation federation.
- Focus of IT will be on application not implementation of IT.
- The rate of change of IT will drive more strategic relationships between suppliers and institutions.
- Convergence and integration will continue to be major innovation forces.
Accelerated connectedness
Mobile Device Data Protection

- 0 – No controls
- 1 – Ad-hoc
- 2 – Repeatable but Intuitive
- 3 – Defined
- 4 – Managed and Measured
- 5 – Optimised

- Risk Assessment
- Procedures and guidelines
- Software and hardware controls
- Staff training and awareness
- Lost and Stolen Devices

Current State: as of August 2012.

Source: DRAFT - Deloitte Internal Audit Mobile Device Data Protection (ANU)
<table>
<thead>
<tr>
<th>Focus Area</th>
<th>College of Arts and Social Sciences</th>
<th>College of Asia and the Pacific</th>
<th>College of Medicine, Biology and Environment</th>
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<tr>
<td></td>
<td>Risk Rating</td>
<td>Current State Maturity</td>
<td>Risk Rating</td>
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<tr>
<td>Risk assessment</td>
<td>CR3</td>
<td>0: Non Existent</td>
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<td>Procedures &amp; guidelines</td>
<td>CR3</td>
<td>1. Initial/Ad Hoc</td>
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**Current State Control Maturity Level**

1. Non-existent
2. Initial/Ad Hoc
3. Repeatable but Intuitive
4. Defined Process
5. Managed and Measurable
6. Optimised
Security, Risk, Audit and Compliance

• Poor data management increases cost
• International jurisdictions/sovereignty for off-shore data storage
• QOS requirements for customers through service level agreements
• Comprehensive IT Risk Mgt Plan for ANU
• Policy Framework Review
• Compliance against Standards
Strategy for mitigating ICT risks

1. Patching operating system vulnerabilities
2. Patching 3\textsuperscript{rd} party applications
3. Management of Privileged User Lists
4. Application Whitelisting

Source: Top 35 Mitigation Strategies – Australian Government – Defence Signals Directorate
Strategic Vendors

- Oracle
- PeopleSoft
- Dell
- Microsoft
- Apple
- Moodle
- Aarnet
- Optus
- Enterasys
- Avaya
- Aruba
- Cisco Systems
Top 10 technology priorities

• Mobile technologies (56%)
• BI & Analytics (40%)
• Update legacy systems (37%)
• Cloud: SaaS (28%)
• Collaboration Technologies (27%)
• CRM (26%)
• Cloud: Platform as a Service (25%)
• ERP (20%)
• Security (21%)
• Desktop Virtualization (21%)

KEY FOCUS: ENABLING PEOPLE WITH INFORMATION: WHAT, WHERE AND WHEN THEY NEED IT

Source: CIO Sept/Oct 12
Why move to the Cloud?

- Enormous and complex decision making on the hundreds of technology challenges vs.

- Attractiveness of an engineered solution – effectively a consumption based model.
Focus

Simplify

Take Responsibility End to End

When Behind, Leapfrog

Push for Perfection

Tolerate Only “A” Players

Engage Face-to-Face

Know Both the Big Picture and The Details

Source: Harvard Business Review
Focus 2H-2012

- UniDoc – electronic documents & records management
- ANU Email & ANU Service Desk
- ANU Online
- ARIES Review
- Technology Reference Architecture
- Establish ICT Governance Committee
- Implement recommendations of ‘DoI Admin Review’ and ‘Enhance administrative efficiency’
- Publish Service Catalogue
- Service Delivery Benchmark
- ICT De-Duplication
Conclusion

• The journey towards de-duplication has begun
• Currently in a tectonic shift; the new normal
• Outcomes, not inputs will define us
• Value contribution, make it evidence based
• Technology Reference Architecture critical
• Strategic vendor partnerships are key to sustainability
• Invest in staff; for the future
• Strategy determines Structure
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