CIO Quarterly Update 2013 – #4
connect . engage . inspire

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Chief Information Officer
6 December 2013
Agenda

• Environmental Scan
• IT Strategy
• Strategic Vendor Partnerships
• Finance Matters
• Reflecting on 2013
• Portfolios and Projects
• ANU Workspace
• People Matters
University of the future
A thousand year old industry on the cusp of profound change

“We will come under increased pressure on Government funding, whichever way you look at it.”
Head of university representative group

“Teaching methods have to change. We can’t rely on delivering content anymore — it’s all about contextualisation, ways of thinking, and the student experience.” University Provost

Digital technologies will transform the way education is delivered, supported and accessed, and the way value is created in higher education and related industries.

Source: Ernst & Young – University of the Future 2012
CAUDIT Top 10

1. Supporting and Enabling Research
2. Supporting and Enabling Teaching & Learning
3. Positioning IT as a catalyst and using analytics to transform functions at the institution
4. Leveraging Cloud Services in a coordinated and strategic manner
5. Funding IT to effectively support the strategic mission of the University
Continued....

6. Managing Security and Privacy in a hybrid environment of multiple sourcing models

7. Attracting and retaining IT staff and preparing them for a very different (near) future

8. Developing a ‘digital strategy’ for the future

9. Ensuring University Services are available anywhere, anytime

10. Creating effective governance structures aligning with the strategic direction of the University
CAUDIT Benchmarking - highlights

• 2012 Total IT Spend just under $2B
• IT Spend by Go8’s ranked ANU 6th
• In 2012 Unis employed 9,289 IT Staff FTE with Total IT Staff Cost of $883.5M
• ANU ranked 2\textsuperscript{nd} lowest across sector for IT centralization (just ahead of Uni Ballarat)
• ANU has approx. 369 FTE IT staff (7\textsuperscript{th} highest in the sector)
• ANU ranked #1 for IT Spend per EFTSL
ICT Planning Principles

• Implement a consolidation strategy that brings opportunities for coordination through greater emphasis on de-duplication and administrative efficiency

• Engagement: Involving vested parties in selecting the right option for transition and for perceived future needs

• Move away from managing IT assets to managing information and people

• Putting the “I” back into CIO, where ‘I’ means Innovation, Information and Integration.

• Enablement and support for Research, T&L and enhancing the student experience.

• Strategy determines Structure
Friendlier, Immersive IT

- Tectonic Shift: Mobility, Cloud, Social and Big Data
- Wireless coverage and density is critical to support mobile experiences; the end-device is irrelevant
- Large portions of back room IT are/will be in the cloud
- Video will become immersive 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
- The new normal will be information centric and data driven
Statement of ANU IT Strategy: The transformation of current IT business practice at ANU from one which is characterised by a legacy of disparate and organically developed architectures and processes; to a scaled, de-duplicated collaborative model to enable administrative efficiencies and consistent service delivery.

Top 8 IT Initiatives
1. Electronic Document & Records Management System
2. Identity and Access Management project creating a single access model built on a highly resilient de-duplicated ANU academic network
3. De-Duplicated ICT Service Delivery Model
4. Integrated HR, Student, Finance and Research Enterprise Systems providing automation, integration, self-service and timely management data
5. ANU Workspace-end to end desktop/laptop lifecycle management
6. Infrastructure transformation project to enable next generation online learning environments
7. Infrastructure transformation project to enable sustainable eResearch
8. Implementation of ANU Private Cloud; virtual computing environment.

Top 7 Underlying Beliefs and Assumptions
1. IT systems have the ability to provide significant administrative efficiencies
2. Form follows function for IT systems: business need should drive their design
3. IT systems are best mapped to an enterprise architecture to ensure maximum integration and efficiency
4. Uniformity for commodity-based services allows the adoption of best-practice processes for the ANU IT environment
5. Continuous improvement strategies will enable IT systems to respond quickly to changes in business need
6. Changes in IT business process and service delivery require improved engagement and communication channels to ensure clients are consulted and informed
7. Staff development and training is critical to maintaining a robust service delivery team

Key Indicators describing the Initial State
• Duplicated ICT commodity Services
• Reactive ICT Support Model
• Introduction of an ICT Governance Model
• Adoption of best practice IT security risk mitigation strategies
• Introduction of coordinated and planned stakeholder communications
• Fractured infrastructure services and associated support structures
• Paper-based storage for official University files

Key Indicators describing the End State
• Centralised ICT commodity services, resulting from a Service Catalogue attached to Service Level Agreements
• Standardised ANU-wide ICT Service Delivery
• Mandated ICT acquisition/implementation processes within the ICT governance model
• Proactive IT security risk analyses and assessments
• Strong engagement and communication channels across the ANU community
• Efficient infrastructure architecture and support, with offsite redundancies
• Efficient electronic document handling practices

Strategic Vendor Partnerships

ORACLE

PEOPLESOFT

moodle

Blackboard

DELL

Microsoft

Cognos

Service-now.com

OPTUS

Yes

aarnet

enterasys

Secure Networks

AVAYA

ARUBA Networks

Cisco Systems
ITS – Budget 2014-2015

• Need to identify sustainable reduction of approx. 10% pa for 2014 and 2015.

• Solutions include:
  – Voluntary Early Retirement (VER) and what does IT structure across the University look like post VER?
  – Impact on IT positions and/or roles post key project delivery
  – ICT De-duplication remains a key focus
Portfolios and Projects
Infrastructure as a Service

- ANU Email
- ANU Private Cloud
- Identity & Access Management
- Infrastructure Transformation
- Wireless Upgrade
- ANU Next Generation Network Design
- Telecommunication Tender
The Changing Face of Storage

• The emergence of “Big Data”
• Impact of the Cloud
• Impact of Server Virtualisation
• Emergence of Converged Systems
• Renewed focus on Finance Policy
• Pervasive Business
Enterprise Systems & Project Delivery

- ANU Policy Website
- Tuckwell Scholarship Fund
- Revised Project Management methodology
- Enterprise Project Management Tool
- Business Analysis Framework
- Appointment of AD to merged groups
- Technology shift to .NET/Azure
Supporting eResearch

• Continued and deepening focus on supporting data integration and interoperability
• Seamless integration of generic and specific research infrastructure and services
• Connecting and integrating current and future research infrastructure
• Sustaining research infrastructure investments
• ANU is a ‘research intensive University’
• Stewardship through Office of DVC Research
Service Delivery & Engagement

- Audio Visual Team joins SD&E
- ANU Service Desk launched
- ITS Website consolidation
- Continuous Engagement
- Outreach – across many mediums
- ANU Workspace
  – implementation underway
Executive Officer

- Appointment of ICT Contracts Manager
- Chairing the Operations Management Group
- IT Change Management
- Policies and Audit
- Benchmarking:
  - Systems Thinking, Educause, CAUDIT, inter alia
Supporting ITS et al

• Security & Compliance
  – It’s what you don’t see that really matters
  – Advisory to almost all projects

• Finance
  – Budgeting
  – Forecasting
  – Reporting

• Human Resources
  – Staff Development
ICT Program of Works 2013

• Tuckwell Scholarships delivered via Embark
• ANU MobileApp (iANU) delivered via Blackboard
• ANU Service Desk delivered via ServiceNow
• UniDOC Policies Framework delivered via Oracle Webcenter
• ANU Email delivered via Microsoft Office 365
• Programs & Courses (StudyAt) delivered via Microsoft .NET / Azure
• Projects in the Academic Registrar Portfolio
• Moodle Upgrade and Wattle for Medicine delivered by Netspot
• ANU Private Cloud delivered by DELL Compellent
• ANU Online – Phase 2013
• ARIES Functional Upgrades
• Integrated Management Reporting
• ANU Identity & Access Management – Phase 1
• Procurement to Pay (Finance)
• PeopleTools upgrade underway for HR, implementation plan for HR PoW tabled
• Facilities & Services projects (Maximo, Online Parking, Archibus, GreenIT, BMS)
• Brand Asset Management - RFT
ANU IT - Partnerships

- Operations Management Group
- College IT Management Team
- LITSS
- Cross-Unit Cooperation
- Project / Technical Advisory Groups
- Every IT success story is shared
ANU Workspace
Background

• One of the Budget Solutions decisions was for ANU to implement an efficient, centrally coordinated process for providing whole-of-life-cycle End User Computing Management

• Facilitates a shift in the IT support provided by ANU staff from commodity-based IT services to value-adding IT services

• Many other Universities have already done so eg. Melbourne

• ANU Workspace will simplify the lifecycle desktop/laptop procurement process, delivering a single image per operating system and implementing an ANU app store for distribution of software applications
PC's Per Staff FTE

Based on CAUDIT Benchmarking Data 2012
Current Fleet

- Approx 12,500 desktops, laptops
  - Excludes Servers, Tablets
- DELL – 84%
- Apple – 16%
- Other – less than 1%

Note: Hardware/Software Inventory currently being undertaken to confirm numbers
Project Scope

• The ANU will partner with DELL to provide managed services covering:
  – Procurement and provision of hardware, operating system, base image and software applications
  – Lifecycle Asset Management – deployment, management, recovery, disposal
  – Application management – packaging, distribution, patch management and Antivirus
  – Imaging and Reimaging management
  – Improved Reporting
Goals/Benefits:

• Efficient end-to-end PC lifecycle management
• Faster deployment of appropriate, standardised hardware and software to ANU staff and students
• More efficient fleet management – deployment, relocation, addition, change, recovery, enhanced image management
• Improved IT security through up to date application patching
• Reduced administrative and IT support costs through standardisation and simplified process for procurement and provision of end-user computing support
What you can expect to see:

- Procurement Portal with hardware options for desktops, laptops, x86 tablets, monitors
- Exemption Procedure for special purpose use
- Single ANU Image for Windows, Macintosh and Linux
- App store for ANU approved applications
- Move to Windows 8.1 and Office 2013 for Windows
- Asset Management – deployment, recovery, disposal
- Application management – packaging, distribution, patch management and Antivirus
- Imaging and Reimaging management
## Estimation of Costs:

<table>
<thead>
<tr>
<th>Item</th>
<th>Annual Cost</th>
<th>Lifecycle Cost</th>
</tr>
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<tbody>
<tr>
<td>Standard DELL Desktop*</td>
<td>$363.00</td>
<td>$1,087.00</td>
</tr>
<tr>
<td>Windows ANU Image</td>
<td>$200.00</td>
<td>$600.00</td>
</tr>
<tr>
<td>DELL Managed Services</td>
<td>$200.00</td>
<td>$600.00</td>
</tr>
<tr>
<td>Support/Finance Costs</td>
<td>$300.00</td>
<td>$900.00</td>
</tr>
<tr>
<td><strong>ANU Workspace = $1063 pa based on Lease model</strong></td>
<td></td>
<td><strong>$3,187.00</strong></td>
</tr>
</tbody>
</table>

*DELL Standard Desktop (77%)*

$1,087

*DELL Standard Laptop (5%)*

$1,673

*DELL Workstation (2%)*

$3,524

*Apple iMac (10%)*

$1,389

*Apple Mac Pro (2%)*

$5,106

*Apple MacBook Air (2%)*

$2,452

*Apple MacBook Pro (2%)*

$3,225
Governance

• The contractual arrangements are based on a fixed-term Master Services Agreement (MSA)
• Each component of the managed service is separate and constructed under work order linked to the MSA.
• ANU has flexibility in the contract to evaluate value for money on regular basis
• ‘Value for money’ is also being independently assessed
• Comprehensive Project Governance Model established reporting to UICT
Timeline

• MSA in place by October 2013
• Windows 8.1 Image developed and rolled out on first procurement group by Jan 2014:
  – Information Commons; HR Refresh; ITS; et al
• Funding Model finalized by end 2013
• Full Managed Services Model in place by Q1, 2014
• Progressive 3 year rollout
People Matters
Voluntary Early Retirement

- Christine Keogh
- Piotr Wielopolski
- William Keegan
- Dorota Janiszewska
- Peter Davies

Thank you for 106.5 combined years of contribution to ANU
Vice Chancellors Awards

• Congratulations to Greg de Mamiel for Innovation and Excellence in Service
Conclusion

• Our journey towards de-duplication remains key
• Currently in a economic and tectonic shift; this is the new normal
• Solutions that provide Scale and Speed
• Evidence based outcomes
• Enterprise wide architecture is critical
• Strategic vendor partnerships are key to sustainability
• Invest in staff; *for the future*
• Strategy determines Structure
The first responsibility of a leader is to define reality. The last is to say thank you. In between, the leader is a servant.

Max de Pree (author Leadership is an Art)
Peter Nikoletatos
Chief Information Officer

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