Minutes

COMMITTEE | University Information and Communications Technology Governance Committee
Meeting 4/2014

DATE / TIME | Monday, 13 October 2014, 11am-12:30pm
VENUE | Ross Hohnen Room, Chancery Level 1

PART 1 – PROCEDURAL ITEMS

1. Announcements, Apologies and Disclosures

Attendees:
Vice-Chancellor | Ian Young (Chair)
Deputy Vice-Chancellor, Research | Margaret Harding
Deputy Vice-Chancellor, Academic | Marnie Hughes-Warrington
College General Manager | David Akers
Executive Director, Administration and Planning | Chris Grange
Executive Officer to the Vice-Chancellor (proxy for Acting Director SIG) | Liz Eedle
University Librarian | Roxanne Missingham
Chief Information Officer | Karen Hill
Chief Financial Officer | Alastair Sinton

Apologies:
College Dean | Stephen Bottomley
Acting Director, Service Improvement Group | Lakshmi West

Secretariat:
Executive Officer to the CIO | Kus Pandey

2. Arrangement of Agenda
No changes were made to the agenda.

3. Minutes
The minutes of the meeting held on 31/7/2014 (UICT Document 2014/83) were accepted without change.
4. Business Arising and Action Items

Item 1. The CIO noted that the CECS Dean has now left the University, and the current ITS change management activities are addressing the issues that were to be the subject of this action item. The Committee agreed the action was no longer required on the action register.

Items 4, 6, 16 and 23. The CIO noted that all of these items relate to the process of project identification through to approval and the actions will be completed by the end of the year.

Item 13. The CIO noted that this item was to be addressed in this meeting at Part 5, Number 16.

Item 17. The CIO noted that this item was complete. The committee agreed.

Item 18. The CIO noted that this item was to be addressed in this meeting at Part 3, Number 11.

Item 19. An EOI market scan of potential products for the Chemical Inventory System was recently evaluated, and advice to the UICT will be forthcoming.

Item 20. IDAM Phase 2 scoping is in progress, and is currently waiting for a project resource to be available to lead the project.

Item 22. The CIO noted that this item was to be addressed in this meeting at Part 4, Number 15.

Item 24. Consolidation of the Readify contracts is being considered and will be actioned by the end of the year.

5. Future Agenda Items

The CIO noted that the document that will be submitted to the next meeting of the UICT will be a draft program of work for 2015, as ITS is not in a position to forecast ahead by three years at this stage.

PART 2 – FINANCIAL & BUSINESS ITEMS (Confidential)

6. UICT Project Costing update

The Committee discussed UICT Document 2014/84, noting the carry forward from 2013 and that if all requests to this meeting were endorsed, there would be a modest balance remaining.

The CIO advised the Committee that a request to vary the budget for ERA2015 had been received. This resulted in the previous variation request for additional funding (UICT Document 2014/66) no longer being required. Instead, the amount required for the ERA project will be transferred from the RMS upgrade project. This was confirmed by the DVC-R who reported that the project was on track and staff were pleased with its progress.

PART 3 – PROPOSED SOFTWARE SOLUTION-BASED PROJECTS FOR FUNDING APPROVAL

7. Out of Session approvals

The Committee agreed that the two recent Out of Session proposals had achieved a quorum:  
- Research Repository – upgrade of D Space (UICT Document 2014/79), and
- ANU Workspace Program (UICT Document 2014/80)
The CIO noted that the ANU Workspace Program for 2015 requires more planning, and the budget requested is very much an in principle agreement at this point. The Workspace Program Steering Committee have also discussed the issue of online marking, which implies greater use of laptops for academic staff.

8. 2015 ICT Priorities and Program of Work

The CIO presented a report on the results of the recent survey of senior staff (UICT Document 2014/85), which ranked the University’s proposed ICT projects for 2015.

This is the first time that ITS have used Qualtrics for this activity, and there has been feedback from stakeholders on the methodology, project descriptions and categorisations. ITS is committed to improving the process.

Pages 3, 4 and 5 outlined the 2014 funded projects and their status, noting their funding sources. Many of these projects are either in progress or have been completed. Product lifecycle and compliance were the main drivers of some activities, e.g. Chemical Inventory System and ANU Workspace Program.

The proposed 2015 projects were a combination of the remaining projects from the 2014 list; ITS infrastructure plans and resourcing; product lifecycle; service improvements; discussions with Service Division Directors and College General Managers, subject matter experts and Business Solutions Offices; and input from University committees such as the Education Committee. The resulting projects were aggregated and dependencies were identified.

The following groups were asked to rank the list of priorities: ANU Executive, College Deans, College General Managers, Service Division Directors, Academic Directors, Administration Unit Heads, Service Portfolio Directors, and College IT Managers. There were 49 responses in total.

Pages 8-9 of the presentation illustrated the spread of respondent demographics to the survey. There was consistency in the responses, which were evenly split between College and central staff, with more professional staff responding than academic staff given the sample.

Page 10 listed the top 5 Research projects:
- R1 Replacement of University’s current Research Management Solution (RMS), i.e. ARIES
- R2 Online HDR application system
- R3 Information architecture to support research data across the University
- R4 Portal to manage external funding applications and acceptance
- R5 HDR Online milestone reports enhancement

There were no surprises in this list, and work has already commenced on the replacement of the Research Management System, ARIES, through an EOI process.

Page 11 listed the top 5 Teaching and Learning projects:
- L1 Improved integration of Teaching and Learning systems with University Enterprise Systems
- L2 Online Student Self-service e.g. Program transfers, withdrawals, deferrals, special considerations
- L3 Student Portal – a single sign-on website containing self-selected and standard University information
- L4 Course Outlines, Curriculum Proposal and Programs, and Courses Streamlining
- L5 Improvement to University’s lecture recording service, i.e. replacement of DLD with Echo360 (F)

These were consistent with the University Education Committee’s ranking. It will be necessary to determine which of these projects will be actioned through UICT or through the Intelledox program.

Page 12 listed the top 10 Administration projects:
- A1 Streamline onboarding of new staff, including Persons Of Interest
A2 Online Statement of Expectation management
A3 Online Casual/Sessional Timesheet workflow enhancement
A4 Space Management system (Archibus) – Campuswide roll out
A5 ES Financials upgrade (F)
A6 Online Journal Request workflow for ES Financials Investigation
A7 Delegations Assignment and Framework Mapping Program: revision and update
A8 HR Business Process Improvement Program – leveraging functionality of v9.2
A9 End Of Year Financial Reporting (CaseWorks) (F)
A10 Online Accounts Receivable workflow

The items on the list are varied and will need to be tested with the business owners. As with previous projects, a discussion needs to take place about which projects belong in the Intelledox program and those that will be UICT supported. There was quite a strong message about onboarding; and recognition that the ES Financials system is due for an upgrade. The projects listed ranged from minor to major investments, and also varied considerably in terms of the time that would be required to implement them.

Page 13 showed a high-level indicative program of work. It has had limited review and planning as yet. A draft program of work outlining more detail will be presented at the next UICT meeting.

Page 14 showed the top 10 ICT Infrastructure projects:
- I1 Single ANU Active Directory
- I2 IT Disaster Recovery
- I3 Wireless: Acton and Library Campus
- I4 Workspace Program
- I5 Data Network Refresh
- I6 Identity and Access Management (Phase 2)
- I7 Hybrid Storage
- I8 Wireless Student Residences
- I9 Server Rationalisation
- I10 Unified Communications

These will be funded from the ITS infrastructure fund, not the UICT. There were no real surprises in this ranking either. Many other projects will benefit from these improvements, as they are foundational in nature.

Page 15 showed a high-level indicative program of work; again yet to receive full planning and review.

The Committee discussed the need to understand the full interdependencies across other projects, noting that while this ranking exercise demonstrates the face value importance for the individual projects; in order to make a final determination, more information was required. The CIO assured the Committee that the next set of documents would be more detailed and show interdependent planning across parallel projects such as those being run by SIG, e.g. Intelledox and the HDR project. It is hoped that these will be finalised by the end of the year.

The Committee questioned whether the University would be able to achieve all of these project goals in one year, and the CIO confirmed that the intention was to set a program in advance in order to conduct the appropriate resource planning. She noted that ITS is experiencing challenges in hiring Project Managers and Business Analysts, so there is a need to scale up those resources to service all projects.

The CIO committed to bringing a document to the next meeting that would enable an informed discussion by the Committee about 2015 IT priorities. Discussion ensued regarding some of the specific projects, questioning the true business value that they represented, e.g. the campus wide roll out of Archibus. It was agreed that it will be important for interactions with foundational infrastructure projects such as IDAM to be fully accounted for in the business cases for each nominated project; and that the business analysis scoping work will be crucial in this activity.

**Action Item:** CIO to provide a proposed program of work for 2015 (with appropriate project proposals) to the next meeting.
9. Research Management System Business Case

The UICT reviewed the Research Management System Business Case (UICT Document 2014/87). The major project outcomes are to procure and implement a comprehensive solution that meets the needs of Researchers, research administration and that aligns with the University’s strategic direction for Research, including:

1. Supporting researchers in the administration of their research data management.
2. Enabling reusability and integration capability with other ANU systems.
3. Establishing a systematic process to capture relevant research data for informing future research management and compliance requirements.
4. Enabling academic strategic decision making on individual disciplines alongside university strategy in real time.
5. Increasing access to non-ANU data, e.g. citation information within the system.

The CIO provided background on the environmental scan to replace the existing research management system, ARIES. ARIES was purchased in 2004, and upgraded in 2013 to bring it in line with the commercial product base. The system has serious limitations in capability and functionality, and the Research Services Division (RSD) have tried to work with the vendor, University Office, to try to improve the system, but this has been challenging and unsuccessful to date. 139 business requirements were identified for the EOI, seven responses were received: two out of the seven were non-compliant, and five suppliers were evaluated. The two shortlisted vendors were approved by the URC subcommittee for further investigation. There is currently a high level of activity in the GO8 in this area, marked by a deliberate shift from smaller boutique systems towards the procurement of commercially backed and highly configurable research management systems. One of these systems has been selected by both University of Western Australia and Monash University; while the other system has been implemented internationally and the vendor is in further discussions with other HE institutions in Australia. It was requested that the UICT provide in principle approval for more detailed planning around the budgetary implications for these two systems and move to the second phase of procurement. An update for UICT is anticipated by December, to identify a system which would fulfil the strategic opportunity to support research with a more progressive and stable system. More detailed planning will be provided at the first meeting of UICT in 2015.

The DVC-R reported that the Director, RSD has reviewed one of the systems in situ in a UK university, seeking to understand their challenges during implementation. It is intended that ANU representatives should now visit Monash University to review the other system from a similar point of view. The major lesson learned from the UK experience was that they failed to plan and map their internal resourcing during implementation, and then had a timing conflict between implementation and the major UK activity that is equivalent to Australia’s ERA.

It was noted that the business case could have given better examples of the issues with the current system, providing more details regarding what other Universities currently use and the increased functionality available to the ANU by moving to alternative RMS products. There have been several conversations with Monash University staff, and the Committee indicated that they would prefer to make the ultimate decision after Monash University has fully implemented their system to take advantage of their experience. Monash University are implementing an RMS and a research accounting system concurrently. This leads to a question of the functionality of the RMS product they have chosen. It was also noted that the Monash University budget was considerably higher than that nominally reserved by the UICT for the ANU’s RMS. For these reasons, the Committee stated that the business case to come to UICT for the RMS will need to have extensive, defensible costing at a detailed level; and the CFO should be added to the governance framework for this project.

The CIO committed to providing such a document at the first UICT meeting in 2015. The Committee agreed to support moving to the second stage procurement and the work required to produce the next level of documentation.

Action Item: CIO to provide a status report at the 5/2014 meeting on the RMS project and a detailed business case for RMS replacement by the 1/2015 meeting of UICT.
10. **Timetabling Project Variation request**

The Committee considered the following documents that related to the Timetabling Project:

1. Updated Project Management Plan (UICT Document 2014/93)
3. Funding Variation Request (UICT Document 2014/94)
4. Project Fund status (UICT Document 2014/95)

The CIO noted that the initial go live date of 5 September 2014 for Semester One 2015 is no longer achievable, and has been revised to Semester Two, 2015. This is for several reasons:

- Complexity in Syllabus Plus and the University's customised functionality has led to delays in deliverables and renegotiation of the delivery schedule.
- The implementation of the new Syllabus Plus Enterprise System will remove the ability of DSS to run clash reporting, which is a key business requirement and was not foreseen in the original project scoping.
- The second phase of the project included the implementation of Allocate Plus which was meant to meet the above requirement is now uncertain given the passing of the founder and owner of this company. Consultants will be engaged to provide advice on clash management.
- These issues have led to a requirement for a variation in budget due to change in scope.

The CIO recommended approval of this request.

The Committee approved the request.

11. **uCloud Briefing Paper**

The Committee discussed the update from the CIO on the uCloud proposal (UICT Document 2014/81), and the Evaluation and Risk report from Ernst and Young (UICT Document 2014/82).

The CIO explained that at a recent meeting of key stakeholders from the four universities, the uCloud entity had become of lesser interest, and the group agreed that it would focus its efforts around Enterprise Resource Planning systems (ERPs) and ways they could be better managed. In particular, it was agreed that Finance, HR and Student systems were to be reviewed using an Activity Based Costing (ABC) exercise. ANU are using Ernst and Young for this activity and the report was due to be delivered to the CIO the day after this meeting. Infosys is also conducting a technical inventory of these systems, which will allow a good level of visibility across these systems. It was noted that the ANU was able to deliver the appropriate documentation to support this process in a timely fashion that was not met by all participants.

The EDAP supported the proposal to fund this activity from the UICT, noting that it allows the University to benchmark the cost of these services and the configuration of these services against four other GO8 universities; and that this in itself was a useful exercise. Knowing the cost of managing these services internally will help the University understand the best approach to its holistic approach to cloud services or alternative management arrangements. It will now be possible to assess the value proposition of outsourcing services, and also to reconsider the current fragmented cloud approach.

The Committee agreed to support this request.

12. **2015 ANU Online Program of Work**
The Committee noted the funding request (UICT Document 2014/96) and the business case (UICT Document 2014/106) for the 2015 ANU Online Program of Work.

ANU Online is a multi-year program of work that commenced in 2013 and plans to finish at the end of 2016. The 2015 program will continue to roll out the following:

2015 endorsed projects
- Lecture Capture - Echo360
- Content Repository for Education - Equella
- Live Learning and Teaching Collaboration
- Analytics for Education

Additional projects to be added to the 2015 schedule of projects
- Moodle 2.7 upgrade
- Moodle Theme (Accessibility Compliance WCAG 2.0 and Mobile enhancements)
- Online Exam Invigilation Software
- Upgrade of Moodle Turnitin Plugin version 2.0

The CIO noted that she has also been in conversation with the ANU College of Law in relation to their proposed Juris Doctor Online (JDO) program of works. This is potentially composed of three individual projects:
- Moodle enhancements to enable badging
- Collaborative tools that would be integrated with Wattle
- A repository for student e-portfolios

In order to progress this proposal, a BA is required to fully scope and research the component projects.

The DVC-A advised that Equella was a higher priority, and that the activities associated with the JDO would be of use to a wider audience than the ANU College of Law; and for this reason, she was directing that the BA should be located in the ANU Online team, to ensure University-wide scoping and integration with the existing and forecast Enterprise Architecture.

The Committee then discussed the need to recognise in budgetary terms that the work of ANU Online was split equally between operational activities and project-based ones; and yet the team’s budget is largely project dependent. This flagged the need for a deeper examination of the University’s approach to supporting the Learning Management System (LMS) and appropriate funding for operational activities within ITS.

The Committee also discussed the possibility that the D Space repository may be able to be used for teaching purposes; and EDAP highlighted the concern that the systems being implemented across the University may not be being used as comprehensively as they might be.

The DVC-A outlined the strategy underlying the Echo360 project, noting that the current aim is to reduce the number of permanently equipped lecture capture sites from 168 to 40, meaning that some of the older and less desirable venues could be retired; and for teaching staff to take advantage of the flexibility offered by the new system in that they would now be able to record lectures at any time in any location via a laptop. The system is hosted by Amazon Web Services (AWS).

**Action Item:** The DVC-A and the University Librarian agreed to explore the use of the D Space repository for teaching and learning purposes.

The Committee approved this request.
PART 4 – PROPOSED INFRASTRUCTURE PROJECTS FOR PRIORITISATION

13. 2015 ICT Infrastructure Program of Work

The Committee noted the proposed ICT Infrastructure Program of Work (UICT Document 2014/97). This work is funded by the ITS Infrastructure Fund. It hasn’t had an approved program of work in the past. The CIO is proposing to establish a three to five year program of work, which is likely to include a network refresh, server consolidation, IT disaster recovery and a managed print service. This will be submitted to a future UICT meeting for the Committee’s information.

The Committee noted this information.

14. University network (UXC Report)

The CIO advised that the consulting firm UXC had been engaged to ascertain the status of the network infrastructure at the University, and to produce an audit report. The purpose of the report was to:

1. Analyse a subset of the network hardware in operation at the ANU Acton campus;
2. Provide a picture of how it fits into the network infrastructure and its processing capabilities; and
3. Report on where each piece of hardware is in its lifecycle, detailing when it will become end-of-support (EOS) and will require replacement.

The CIO circulated the first section of the report at the meeting, expurgating it due to the length and technical nature of the document. The report noted that the age and condition of the network is a risk to the University, e.g. network is reaching end of life, there are single points of failure, the intrusion prevention system is at end of life. The bottom line being that a lot of work is required. This will require an implementation plan, and will be a three to five year multi-million dollar project.

The EDAP noted that the report was useful in that it highlighted that there was slightly more time than was expected for the University to address these issues; but that a time was coming where most of the IT infrastructure will come to the end of its supported life. He noted that the report identified configuration issues that detract from the overall performance of the network, e.g. some buildings being daisy-chained rather than having individual cables to each building. The EDAP also noted that the report observed unnecessary management overhead reflected in certain configurations, e.g. firewalls embedded in every major switch. He also queried the state of the University’s connection to the AARNet service, noting that if this is insufficient, then there is no point in spending a large amount on adding wireless access points and routers if some of these issues are not addressed.

The VC noted that there are a whole range of issues around campus that relate to the network, making it the biggest priority the University has at this stage.

The Committee noted the report.

Action Item: The CIO will engage a consultant to create and cost an implementation plan for the full network, with the aim of producing a report by early 2015.

15. Wireless Briefing Paper and Reports

The Committee reviewed the Wireless Briefing Paper and associated report on ANU Libraries (UICT Document 2014/90 and UICT Document 2014/104), which were produced by CCNA during their recent review of ANU Libraries, Student Residences and Campus Wide Wireless.
The CIO noted that a range of student feedback has shown dissatisfaction with the Library wireless service. CCNA have supplied a quote to rectify these problems, and it represents a small investment for a considerable improvement for this group. The CIO is intending to pay for this work from the ITS Infrastructure Fund so as to deliver a result before the end of the year.

The Committee agreed that further work in this space needed to be prioritised by usage. There was also a discussion relating to the significant costs associated with rectifying the issues being experienced in the student residences. It was agreed that the next steps will involve an implementation plan and cost estimate to improve the performance and management overhead of the entire network; and that this was a potentially multi-year project.

The CIO noted that she had met with the Presidents of ANUSA and PARSA, and had given them copies of the wireless review. It was agreed that investments need to be made to ensure that the student experience was improved.

The Committee noted the reports.

**Action Item:** The CIO will engage a consultant to carry out improvements in the wireless infrastructure in the libraries before the end of the year.

### PART 5 – OTHER ITEMS FOR DISCUSSION

#### 16. Service Desk Briefing Paper

The Committee reviewed the Service Desk Briefing Paper (UICT Document 2014/88), which was created to respond to questions posed by the Committee to the last request for funding. The CIO noted this was mostly concerned with releasing the capability of the new tool, and to transition the areas currently using RightNow, an unsupported tool. ITS are proposing to work with CAUDIT to get the best potential pricing for this tool when it is renewed next year, and will also be reviewing the product selection prior to renewal.

The Committee questioned whether substantial reconfiguration was going to be required. The CIO confirmed that this was not yet required, and that the current focus was on reinvigorating the Service Desk; and that any forthcoming business case would have addressed outstanding issues prior to coming forward.

#### 17. eResearch Information Architecture Concept Paper

The Committee reviewed the eResearch Information Architecture Concept Paper (UICT Document 2014/100).

The DVC-R noted that this paper was produced in response to the activity that had been occurring in several working parties. She noted that it may be beneficial to create a project to ensure researchers are aware of current eResearch support at the University, and how they can access it. The working parties to date have highlighted that there are many siloed activities occurring, all of which are requesting seed funding. The DVC-R would prefer to create a strategy piece first, to ensure better value for money for the University in terms of connecting researchers with current services, such as ADA, Data Commons and NCI. Better reporting and clarity on current investments and coordination of those investments are required. The CIO has offered for the new Enterprise Architect and another resource to work with the DVC-R’s Office to finalise this work.

The Committee noted this activity.
18. **Audit Matters (Confidential)**

The CIO provided an update on the steps being taken to improve ITS procurement and contract management capabilities in response to recent audits.

The Committee noted this update.

19. **CIO’s report**

The CIO gave an update on several current activities within ITS:
- Engagement of Daniel Safiotti, to work with CIO and ITS to create an IT strategy piece for the University, noting the current approach is fragmented. He is currently in the consultation portion of this activity, engaging with staff and students.
- Change management currently underway.
- An Enterprise Architect, Anthony Draffin, has been engaged for 12 months to support the above activities.
- The IT Disaster Recovery project has begun the planning stage.
- The Joint Colleges of Science now have an IT committee, focusing on academic requirements. The CIO is a member of this committee, and it will be useful in terms of understanding the Colleges’ needs and requirements.
- CAUDIT is meeting in Auckland next week; but the CIO will not be attending.

20. **Existing project update**

The CIO gave an update on several active projects:
- The HR/Student database split went live over the weekend and was successful. It was performed in partnership with a contractor, Wipro, and proved to be a good arrangement. The HR upgrade is scheduled to go live for December.
- ERA will go live this week.
- Decision Desk has successfully gone live.
- The Parking System project is on track, and currently working through integration and authentication issues.
- Google Search, which will be implemented to support the Gateway project, is currently on track.

21. **Privacy Officer’s report**

The UICT noted the report from the ANU Privacy Officer (UICT Document 2014/92) and the draft Privacy Policy (UICT Document 2014/101).

The University Librarian explained that the University is currently proposing an updated Privacy policy. It is not substantially different from the current policy. The main activity has been to work with HR and Student Services to ensure disclosures requiring forms are correctly generated. In essence, they should refer to the Privacy policy rather than list specific aspects of the policy in the form itself.

Information sessions are currently being held. These documents have also been emailed to College Deans, College General Managers, Heads of Division and Administration areas for comment. The two changes that have been made as a result of feedback so far are to remove students’ statements of achievement from applications; and issues relating to archiving material.

The Committee approved these documents.
PART 6 – ITEMS FOR NOTING

22. ANU ICT purchases over $100K

The Committee noted ANU ICT purchases over $100K to 30 September 2014 (UICT Document 2014/102)

23. 2014 ANU ICT Aggregated Purchasing Summary

The Committee noted the ANU ICT Aggregated Purchasing Summary: September 2014 (UICT Document 2014/103).

24. Date of Next Meeting

Meeting 5/2014
Thursday, 27 November 2014
10:00am-11:00am
Ross Hohnen Room, Level 1, Chancellry

The meeting closed at 12:20pm.