Minutes

COMMITTEE | University Information and Communications Technology Governance Committee
Meeting 1/2015

DATE / TIME | Thursday, 19 March, 11:30am – 12:30pm
VENUE | Mills Room, Chancelry Level 4

PART 1 - PROCEDURAL ITEMS

1. Announcements, Apologies and Disclosures
Attendees:

Vice-Chancellor | Professor Ian Young (Chair)
Deputy Vice-Chancellor, Academic | Professor Marnie Hughes-Warrington
Deputy Vice-Chancellor, Research | Professor Margaret Harding
College General Manager | David Akers
Executive Director, Administration and Planning | Chris Grange
Chief Information Officer | Karen Hill
Chief Financial Officer | Alastair Sinton
Director, Service Improvement Group | Michael Nelson

Apologies:
College Dean | Professor Stephen Bottomley
University Librarian | Roxanne Missingham

Secretariat:
Executive Officer to the CIO | Kus Pandey

2. Arrangement of Agenda

No changes were made to the agenda.

3. Minutes

The Committee confirmed the minutes of the meeting held on 27/11/2014 (UICT Document 2015/1).
4. Business Arising and Action Items

Items 6, 16, 20, 23, 26, 27, 28, 29, 30 & 31 were all noted as complete.

5. Future Agenda Items

The Committee noted the following future agenda items:

<table>
<thead>
<tr>
<th>Topic</th>
<th>Business Owner</th>
<th>Proposed Meeting</th>
</tr>
</thead>
<tbody>
<tr>
<td>ePortfolios – Juris Doctor Online Project Proposal</td>
<td>DVC-A</td>
<td>2/2015</td>
</tr>
<tr>
<td>Hybrid Storage Solution and Data Protection Project Proposal</td>
<td>CIO</td>
<td>2/2015</td>
</tr>
<tr>
<td>Enterprise Architecture Strategy</td>
<td>CIO</td>
<td>2/2015</td>
</tr>
<tr>
<td>Building Management System (BMS)</td>
<td>Director, F&amp;S</td>
<td>2/2015</td>
</tr>
<tr>
<td>Social Media Monitoring tool Funding Request</td>
<td>Director, SCAPA</td>
<td>2/2015</td>
</tr>
<tr>
<td>Data Integration Strategy</td>
<td>Director, SIG</td>
<td>3/2015</td>
</tr>
</tbody>
</table>

PART 2 – FINANCIAL & BUSINESS ITEMS (Confidential)

6. UICT Project Expenditure Update

The CIO explained that UICT Document 2015/2 is a new financial template for this committee, containing the project description, initial allocation of funding, expenses and encumbrances to date and any variations as of 26 February 2015. Items to note:

- The ANU Online projects have been split out to ensure reconciliation with the proposed expenditure as outlined in the 2015 ANU Online Program of Work;
- Four of these projects have submitted closure reports under Item 17: Decision Desk, iANU Project Phase 2, Study Abroad and the HRMS Program of Work. All remaining surplus funds will be transferred back to the UICT after approval of the closure reports.

7. UICT 2015 Funding Allocation projection

The Committee reviewed the UICT 2015 Funding Allocation projection (UICT Document 2015/6), noting that the uncommitted funds from 2014 have been carried forward to 2015.

PART 3 – PROPOSALS FOR FUNDING APPROVAL

8. Research Information Management System (RIMS)

The CIO noted that since the visit to Monash University in 2014, the RIMS project team have continued with the procurement process. Two vendors have given presentations this year to a variety of ANU stakeholders. The business case is currently in draft (UICT Document 2015/4), and is intended to be submitted to the May UICT meeting.

Members of the project team are currently in Europe, conducting site visits to evaluate the products in situ. The CIO advised that the project team were seeking more feedback and advice from the Committee on the business case, and for the Committee to consider and respond to the seven key recommendations contained in the Executive Summary and Recommendations document (UICT Document 2015/3).
The DVC(R) noted that she had not endorsed the business case as yet, and that she expected it to contain a more granular understanding of the requested expenditure to make a final decision. She noted that a key lesson from Monash University was the underestimation of the amount of time to perform data cleansing and implementation; and expressed a hope that the current site visits would allow the team to form a more realistic understanding of the personnel required to support the project. The DVC(R) noted that she would not be present at the May UICT meeting, and that the Director, Research Services Division would address the Committee for this item.

The Committee agreed that it would be important for the current site visits to also develop a user network to assist with the ANU implementation. They were also interested to hear the reactions of researchers in the various institutions being surveyed, for feedback on their experience of using the products being evaluated.

The Committee noted that even if the project budget were to be reduced, it presented a challenging budget issue for the University. If it were to be funded via UICT, all of its other project work would have to be delayed for several years. Therefore, it will require a University-wide budget consideration. Other commentary about the business case included the following items:

- There was no reference in the business case to recurrent costs, other than scenarios about productivity savings;
- The costs and their sources were not clear enough;
- Many aspects were considered overly optimistic. For example, the timeline is ambitious and relies on dedicated staff working without disruption;
- It was not clear whether one goal of this project would be to help to mitigate an operational shortfall in the Research Services Division; and
- No mention was made of the systems that would be decommissioned as a result of this implementation.

The Committee approved the recommendations outlined in the 2015 Research Information Management System activities, summarised in the Executive Summary and Recommendations (UICT Document 2015/3) and detailed in the Business Case (UICT Document 2015/4).

Action item: Full Business Case for RIMS to be submitted to the 2/2015 meeting (DVC R)

9. ANU Workspace Program

The CIO summarised the ANU Workspace Program Brief (UICT Document 2015/5), a document which outlines the justification for the expenditure of the 2015 allocation, and is consistent with the approved UICT Program of Work for 2015 and the 2014 Business Case (UICT Document 2014/80), which was approved by the UICT on 13/10/2014. She noted that the Workspace Program is divided into three projects: Procurement and Asset Management; Deployment and Application Management and Support Model.

In 2014, the following activities were delivered under the Workspace Program:

- Completion of the Information Commons (IC) Refresh, including the Ethel Tory Centre (language laboratories);
- Purchase of 500 Windows desktops and 650 monitors through Whole of Australian Government (WOAG) Desktop Hardware Panel for the desktop refresh of Service Divisions;
- Migration of the following key areas:
  - Alumni, Relations and Philanthropy (ARP)
  - Strategic Communications and Public Affairs (SCAPA)
  - Planning and Performance Measurement (PPMD)
  - Research Service Division (RSD)
  - Division of Student Administration (DSA)
- From July to December, 539 devices were replaced or reimaged (244 of which were within the IC); and
- All project work has been achieved with only two to four staff in the project team.
The CIO noted that the key challenges of the Workspace Program remain the ability to secure the appropriate resources, and deliver within a complex environment. She also advised that Ernst & Young had recently conducted an independent assessment of the decision to proceed with the WOAG panel.

The Committee approved the funding request for the 2015 ANU Workspace activities (UICT Document 2015/5).

10. Pre & Post Award Grant Reporting, Budgeting and Forecasting

The CIO briefed the Committee on the proposed program of six discrete projects to support grant establishment and disestablishment (UICT Document 2015/7). These projects aim to enhance pre and post award data availability by improving key processes and addressing some of the risks highlighted within internal audits around grant establishment and dis-establishment processes. They are directly linked to, and support the previous project funded by UICT which delivered a Pricing and Costing Tool. The project activities will be governed by the existing Research IT Program of Work Steering Committee, and will be delivered by Planning and Performance Management. The proposed project is to begin in March, and end in September with almost immediate business benefits.

The Committee noted that it would be optimal for the project title to be amended to “Pre & Post Award Research Grant Reporting, Budgeting and Forecasting” to reduce confusion.

The Committee also discussed the relationship between this project and the existing RIMS project, noting that they were only supporting the request for this first tranche of work, as per the documentation, and that all future work would be contingent on the direction of the RIMS project.

The Committee approved the funding request for the development of Pre & Post Award Research Grant Reporting, Budgeting and Forecasting using ANU Insights (UICT Document 2015/7).

PART 4 – PROPOSED INFRASTRUCTURE PROJECTS FOR APPROVAL

11. Identity and Access Management (IdAM)

The CIO related her experience of the project, having been CIO for a week when the first phase was released a year ago. The go live for this phase of the project impacted on some staff and students’ ability to access key systems. She outlined the history of the project, which was first mooted in 2012.

The purpose of the first phase of IDAM was to replace the unsupported Sun Identity technology with the Oracle Identity Manager (OIM). The intention was to develop, test and transition to OIM within the University hosted infrastructure, which would also enable the decommissioning of On Line Account Management System (OLAMS), however this was not fully achieved, so the project had mixed results and did not move to the next stages, and therefore did not realise benefits.

After an independent post implementation review, it became apparent that there were a number of lessons learnt from the first phase, including governance, communication and expectation management. A full business case covering all phases of identity and access management had never been documented or approved.

In essence, IdAM is a security discipline to enable the right people (be they staff or students) to access the right resources at the right times for the right reasons. The Business Case (UICT Document 2015/9) submitted to the Committee presented a program of work arranged over four phases and based on best practice:
Infrastructure Alignment was completed in the 2014 project, but described in this Business Case to ensure the Committee is fully apprised of the entire set of work required to complete this transition;

- **Phase 2: Core Services will deliver:**
  - a strategy and governance framework,
  - future state architecture including business rules and requirements, and will decommission OLAMS,
  - real time identity data feeds from authorised identity stores (PeopleSoft), and
  - password synchronisation features and address a range of outstanding audit findings.

- **Phase 3: Enterprise Leveraging will deliver:**
  - reduced sign on to cater for incompatible legacy systems,
  - provisioning and de-provisioning end user processes,
  - consolidation of databases to establish a single source of truth, and
  - tailored auditing, monitoring and management reports.

- **Phase 4: Operational Capability will deliver:**
  - enterprise role based self-service,
  - policy based access control,
  - advanced auditing and reporting,
  - physical access card integration, and
  - Identity as a Service.

The CIO outlined an intention to use carry forward funding from both UICT and Infrastructure Program Funding. She will also request that the project should submit appropriate deliverable documentation and financial analysis at the end of the year so that the Committee can review progress and consider and approve future funding gateways.

The Committee agreed with this action, and noted several points:

- Disaster recovery and rollback were not evident in the first phase of the project. This is considered essential for any future work in this arena and should be incorporated in the business case;
- There are four approved work days for students in each annual calendar – implementations should only occur on those days;
- Independent quality assurance should be obtained on specific work, and be presented at the end of Phase 2: Core Services; and
- A lot of work can be simplified by Colleges moving to UDS.

The committee endorsed the proposed IdAM program of work for 2015 (UICT Document 2015/9).

**Action item:** 2015 IdAM Project Stage Report to be submitted for Core Services (Phase 2) to the 5/2015 meeting (CIO), or at the completion of the phase.

### 12. New Data Management Platform and Cognos upgrade

This project will provide the key foundational work that is required to support the entire business intelligence and planning program of work. The project objective is to bring the Cognos environment into licence compliance, leverage new tools available to ensure their business return, and introduce new functionality like cubes so they can be rolled out.

Current projects supported by this work include university budgeting, forecasting and income allocation, load planning, WHS reporting, Student Analytics, Admissions Reporting and Pricing and Costing.

The CIO proposed to fund this project using the Infrastructure Fund as it relates to the decommissioning of server infrastructure and provision of virtual servers, backups, patching and change control and appropriate upgrades.

The Committee endorsed the proposal for a new data management platform, and Cognos upgrade (UICT Document 2015/10).
13. **Legacy Server Remediation and Lifecycle Project Proposal**

The CIO advised the Committee that the University was carrying risks in relation to a number of servers operating with end of support operating systems: Microsoft Windows Servers 2000 (ended 13 July 2010) and Microsoft Windows Server 2003. There are approximately 93 servers in existence, with a significant number of these supporting Tier 1 Enterprise Applications.

The proposed project will:
- Remediate the current risk exposure of running the servers with end of support Operating Systems; and
- Implement a server lifecycle management process to ensure the issues are not repeated.

The project timeline will run from March 2015 to July 2016.

The Committee expressed scepticism that this would discourage staff from setting up their own server infrastructure. The CIO suggested that the project would also ensure ITS will be an easier and preferred choice for staff to get the services they needed.

The Committee also queried the number of servers, with the CIO noting that these were only the ones identified as managed by ITS and that further investigation was still required in order to obtain an organisational view. The Committee also asked for an external vendor to audit the server fleet across the organisation, as was done for the network and wireless.

The Committee endorsed the initial project proposal (UICT Document 2015/11), and agreed that the final financial documentation for this project would not need to be approved by this Committee, but would be subject to approval from CIO and EDAP, with the caveat that if it exceeded $500,000 it would return for Committee deliberation.

**Action item**: Legacy Server Remediation and Lifecycle Project Financial documentation to be agreed out of session with EDAP (CIO)

---

**PART 5 - OTHER ITEMS FOR DISCUSSION**

14. **CIO’s report**

14.1. **Data Network Transformation update**

In 2014, a detailed audit of the Data Network was conducted by UXC. Following on from the audit, Anthony Buckton from Black Ink has been working with the ITS Network team to produce a Network Architecture document. This has been completed. The document provides a vision of how and why ITS will steer the network program of work and underlying equipment purchases to deliver services to customers over the next three to five years.

The network architecture plus a detailed road map and business case will all be completed by 31 March 2015. At the same time, UPCO is working with ITS on preparing any tender documentation that needs to be completed in order to proceed to market.

14.2. **Wireless Improvements**

All Library wireless improvements were completed by January 2015 with a total cost that was slightly over budget due to additional work required in Menzies. ITS is receiving good feedback to date, but the CIO intends to follow this up with a small review to ensure it has delivered benefits.

A survey is underway of the 26 T&L rooms that have had Echo360 and Bionics initiated, with the following findings:
- All surveying has been completed except for 2 rooms;
- Only one venue has adequate WiFi (Seminar Room 1 in the Science Teaching Building);
• Interference is only a major issue in the Manning Clark venue; and
• Cabling and counting will be the main challenge.

The CIO noted that at a recent event, there were 37 Vice Chancellors at University House, who experienced problems with WIFI in that location. The CIO is working with the Master of University House to review and improve the WiFi coverage in University and Graduate House. This is outside of the current project. A post incident review will be conducted and provided through the OVC.

ITS is also supporting CBE in an upgrade of wireless in their buildings, and cabling has commenced.

14.3. CAUDIT 2013 data review
ITS had noted some errors relating to HR data, and would be resubmitting to CAUDIT. This will not affect Uniforum.

14.4. Mobile phone provision
The University is moving from Optus to Telstra for mobile phone services. Migrations will commence in the week starting 31 March. The RSB labs have been identified as a priority for this activity, and work has already commenced given the associated risks.

The Committee noted that education around global roaming would be required as part of this process.

14.5. uCloud
The U Cloud Project delivered a range of artefacts for the ANU, including:
  i. Risk Assessment on the U Cloud Proposal
  ii. Activity Based Costing for our three ERP programs (PeopleSoft);
  iii. Benchmarking against three other Universities on our three ERPs.

The CIO of Melbourne, who initiated this proposal, has now left UOM and no official notification has been provided about the future of the project. The CIO recommended that the project be closed, with a closure report to be submitted to the next UICT meeting.

Action item: UCoud closure report to be submitted to the 2/2015 meeting (CIO)

14.6. New capabilities

14.6.1. ePortfolio
In addition to the ANU Online Program of Work that was approved in 2014, there were three projects that were driven by the College of Law to support their Juris Doctor Online (JDO) business case for implementation by January 2016: badges, collaboration and e-portfolio.

The purpose of the e-portfolio was to enable students to iteratively build, edit and demonstrate learning drawn together across an entire program of study. It was agreed that the other two could be picked up via other means, but ITS offered to support the ANU College of Law via a Business Analyst to gather business and technical requirements. CAP and ANU Online were also included in this data gathering exercise.

An RFP was released to market in February 2015 to select suppliers. One declined, three failed to respond and one provided a comprehensive response, but the costs proposed were excessive. A request for clarification of the proposal has raised the possibility of an out of the box solution (which appears to satisfy 59 of 83 business requirements). It is proposed that a briefing paper is submitted to the next UICT in relation to e-portfolios, but in the interim, the CIO recommended:
  • Seek advice from UPCO on the closure of the procurement activity
  • A meeting with CoL to agree on a position with DVC (A), CIO and Dean; and
  • Create opportunities for CoL to set up a sandbox to better understand business requirements prior to going back to market.
The Committee questioned the value of ePortfolios, and suggested a more rigorous business requirement gathering exercise was required to ensure that a product that is useful for the whole of University is implemented.

**14.6.2. Customer Relationship Management (CRM) Tool**
Several areas have expressed an interest in a CRM tool. ITS will fund a Business Analyst to obtain the full business scope for the whole University.

**14.6.3. Resourcing**
The CIO advised that staff resourcing continues to be a challenge for ITS. She is meeting with HR to see if we can use different strategies to recruit suitable staff for project and business analyst work in particular.

**14.6.4. Other**
- A significant theft of devices occurred recently in the Ethel Tory language laboratories, and the ACT Police are investigating this.

**15. Existing major project update**
The Committee noted the status report on existing major projects (UICT Document 2015/12). Particular mention was made of:
- HRMS Split and Upgrade Project delivered with WIPRO. This went live and delivered on time and on budget to the satisfaction of the business owner. In addition to the budget, ITS provided significant in kind additional resources to assist with the success of the project.
- Upgrade to D Space (Research Information Management System) went live without major issue on 26 February.
- Timetabling Upgrade. The release of Syllabus Plus for Term 2 was approved at the last Steering Committee. The first component of the Web Data Collector will be open to all the Colleges from 13 March. A range of training has been provided to super users. In August, Web Room Bookings will be opened up to the campus community.
- Echo 360 was rolled out to the 26 venues across the University without major issue.
- Pricing and Costing Tool – CPB Tool was accepted by RSD last week with some minor changes.

The CIO noted that ITS also heavily supported integration and technical work for Parking, ERMS and Travel in 2014.

**16. Privacy Officer's report**
The Committee noted that the new Privacy policy is available on the website, and training is available if required.

**PART 6 - ITEMS FOR NOTING**

**17. Project Closure reports**
The Committee noted the following project closure reports:
- Decision Desk (UICT Document 2015/13)
- iANU Project Phase 2 (UICT Document 2015/14)
- Study Abroad (UICT Document 2015/15)
- HRMS Program of Works (UICT Document 2015/16)
18. ANU ICT purchases over $100K

The Committee noted the ANU ICT purchases over $100K to February 2015 (UICT Document 2015/17).

19. 2015 ANU ICT Aggregated Purchasing Summary

The Committee noted the ANU ICT Aggregated Purchasing Summary: February 2015 (UICT Document 2015/18).

20. Date of Next Meeting

Meeting 2/2015
11am-12pm
7 May 2015
Ross Hohnen Room, Chancelry

PART 7 - OTHER BUSINESS

1. Student forum with Vice Chancellor raised two issues for the CIO to investigate:
   a. Wireless issues; and
   b. Sexual harassment – online trolling. Sites such as ANU Stalkerspace where appalling posts are made at night and deleted by the morning to ensure nothing can be traced back to individual users. The VC requested a report from the CIO on this issue.

   Action item: Report on online sexual harassment mitigation (CIO)

2. The DVC(R) advised that 200+ page meeting packs were too long, and stated a preference for an executive summary of each paper which would link to the full papers available. The CIO agreed to pursue this.

   Action item: Smaller meeting packs provided to the Committee (CIO)

The meeting closed at 12:28 pm.