CAUDIT 2019 TOP TEN TOPICS

Summarising the most significant technology-related topics for higher education in Australia and New Zealand

INTRODUCTION

Collectively, ICT leaders and their teams contribute expertise that is instrumental to the future and day-to-day operations of higher education and research institutions. Digitisation has ushered transformational change into the sector, and ICT innovation continues to reveal new imperatives and new opportunities.

CAUDIT's Top Ten report assists ICT leaders to contextualise institutional goals, expectations and needs within a sectoral perspective. The report offers a grounded outlook for those working with people and technology, and suggests domains of activity that merit collegial engagement across the sector.

The Top Ten report also informs conversations between diverse institutional stakeholders about their present and potential interactions with information and communications technology. Those working in ICT play a critical role in initiating and deepening these conversations. Dialogue with decision makers, students, teachers, researchers and professional staff lays the groundwork for the strategic development and application of IT.

CAUDIT conducts a member survey to determine the Top Ten Topic rankings. The survey is adapted each year to reflect emerging and current technology-related business priorities in strategic contexts characterised by institutional change, funding pressures and policy uncertainties. First conducted in 2006, this year marks the 14th annual Top Ten survey and report.

Thank you to 2019 Top Ten Working Party members

- Warwick Calkin – Chief Information Officer, The University of Western Australia
- Scott Lawry – Interim Director, Information Technology Services, Queensland University of Technology
- Jacki Maple – Associate Director, Service Delivery & Improvement, Western Sydney University
- James Rasmussen – Application Portfolio Architect, Queensland University of Technology
- Jen Walbank – Director, Technology & Information Systems, and Data Protection Officer, The College of Law
- Facilitated by Steven Wojnarowski, Director, Analytics and Strategic Initiatives, CAUDIT

THE 2019 TOP TEN SURVEY

Participation base in 2019

Forty-two university members completed the 2019 Top Ten survey.

The 2019 survey canvassed 17 topics, an increase of two on 2018. A descriptive statement was included with the topic label to provide topic focus.

New measures were introduced to further assess each topic's significance. Members were asked to indicate:

- the level of impact each topic is likely to have for their institution in 2019, and
- the time scale over which each topic is expected have strategic importance for their institution.

Methodology

The 2019 Top Ten program started with CAUDIT staff undertaking a literature review and tracking higher education and ICT-related articles to establish a list of 78 potential topics.

The 2019 Top Ten Working Party reduced this long list to a working list of 18 topics. CAUDIT's Executive Committee then reviewed these topics to provide a short list of 17 topics.

These 17 topics were then presented to all CAUDIT Members to rank.

Changes to Topics in 2019

The 2019 Top Ten Working Party re-introduced two topics, increasing to 17 the number of topics considered in 2019. The additional topics are:

- **DELIVERING SERVICES** – *Embedding agility, scalability and cost-effectiveness across all activity to deliver value to students and staff*
  First listed in 2016 and ranked #12; rose to #4 in 2017; not considered for 2018 Top Ten listing
- **DIGITAL LITERACY** – *Addressing the ongoing need to improve staff digital literacy*
  Last listed in 2016 when it ranked #26

Report Base

The 2018 CAUDIT Top Ten Report is based on responses from 42 university Members.

2019 TOP TEN OUTCOMES

There is considerable consistency in the 2019 Top Ten rankings with only one new entrant – Delivering Services comes in at #4 after a 12-month absence. However, there is considerable shuffling in position from 2018 to 2019 among topics ranked from #5 to #10.

A distinguishing outcome is that the highest ranked topics in the 2019 were the same in 2018. They appear in the same order and each is inducing substantive change:

- #1 Supporting Student Success pivots on strategically leveraging technology to improve student outcomes
- #2 Information Security emphasises security as an enabler through a risk-based approach
- #3 Business Transformation positions ICT as a catalyst for transforming education, research and business functions.

Education and research are perennial missions of CAUDIT member institutions. However, they have not always been reflected in the Top Ten. For example, Supporting and Enabling Teaching and Learning first appeared in 2013, and Supporting Research first appeared in 2008. The 2019 Top Ten reflects the centrality of those pursuits in recent years with Supporting Student Success at #1, Education Technology at #8, and Research Support at #10.

Extracting strategic and operational value from ICT assets is an abiding priority for ICT leaders and their teams, as is optimising user experience. These themes are represented in several Top Ten topics: #4 Delivering Services, #6 Digital Integrations, and #9 Data-enabled Institution.

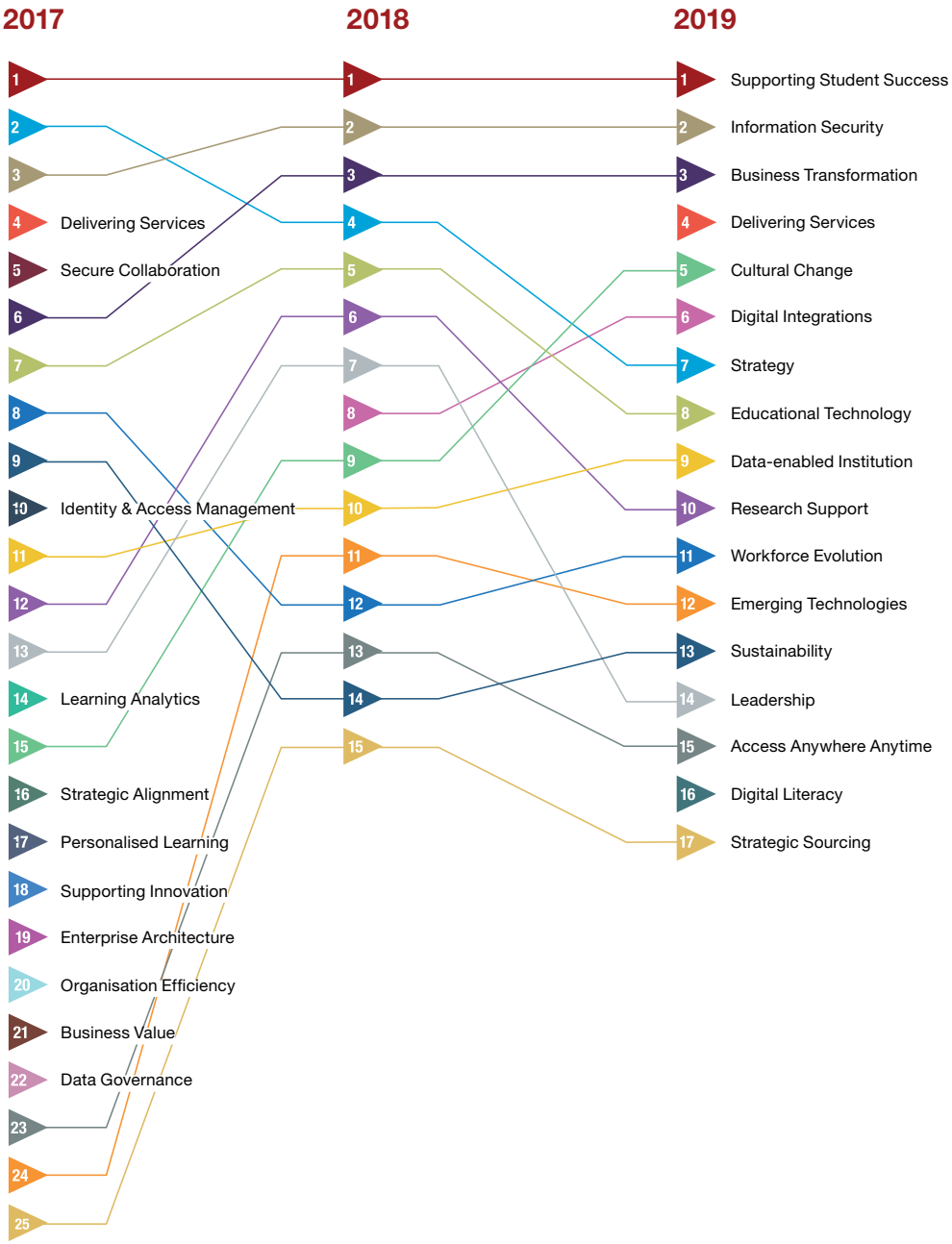
Ideally, higher education and research institutions position themselves at the leading edge of ICT innovation and business model disruption. The premium on preparedness for further waves of innovation is represented in 2019 with Strategy ranking at #7. Pre-eminent educator and consultant Peter Drucker once observed that 'culture eats strategy for breakfast'. Drucker's axiom is asserting itself in the Top Ten with Cultural Change standing at #15 in 2017, then #9 in 2018, and advancing to #5 in 2019.

Topic ranking trends – 2017-2019

The Trends chart on page 4 summarises the most significant technology-related topics engaging universities in each of the past three years, and where they ranked during this period.

The number in the coloured triangle denotes each topic's ranking in each year. Rankings are linked where a topic was ranked across multiple years.

TRENDS FROM 2016–2018



Expanded explanation of topics (sorted alphabetically)

Access Anywhere Anytime	Providing access to on-campus learning and research applications off-campus, anywhere, anytime
Business Transformation	Positioning ICT as a catalyst to support the transformation of education and research, along with transforming the institution's business functions
Business Value	Establish information management capability for analysis, cost effective data handling and ensure security of sensitive information
Cultural Change	Agility to change the ICT culture to align with the organisation's needs
Data Governance	Improving the management of institutional data through data standards, integration, protection, and governance
Data-enabled Institution	Leveraging data and governance and enablers such as AI and ML to support both strategic decision making and day to day operations
Delivering Services	Embedding agility, scalability and cost effectiveness across all activity to deliver value to students and staff
Digital Integrations	Leveraging enterprise architecture frameworks to facilitate smooth integration of data, systems and services
Digital Literacy	Addressing the ongoing need to improve staff digital literacy
Educational Technology	Identifying and supporting the use of innovative technology in teaching and learning
Emerging Technologies	Adopting AI and other developing technologies as fundamental to strategies needed to deliver timely support to students and staff
Enterprise Architecture	Understanding and leveraging an enterprise architecture to maximise future value, integration and minimise duplication
Identity & Access Management	Effective and efficient Identity and Access Management to provision appropriate e-Services to students and staff
Information Security	Taking a risk-based approach to security as an enabler
Leadership	The changing role of the CIO and their team
Learning Analytics	Supporting improved student progress through establishing & utilising learning analytics
Organisation Efficiency	Achieving organisational efficiencies through centralisation of ICT governance and resources
Personalised Learning	Developing and supporting personalised learning delivered through pedagogical changes
Research Support	Providing a sustainable research support model servicing the needs of all researchers
Secure Collaboration	Balancing agility, openness and collaboration with security, risk and privacy in a hybrid environment
Strategic Alignment	Ensuring effective governance structures to align information technology with the strategic direction of the institution
Strategic Sourcing	Adapting sourcing technologies and services at scale to reduce costs and improve services
Strategy	Ensuring the institution's future in a digitalised world
Supporting Innovation	Facilitating and supporting innovation, wherever it may occur
Supporting Student Success	Improving student outcomes through an institutional approach that strategically leverages technology
Sustainability	Developing ICT funding models sustaining core services, supporting innovation, and facilitating growth in the context of increasing demand and limited resources
Workforce Evolution	Empowering the IT workforce to be an agile enabler and strategic business partner

CHARTS AND TOPICS – AN INTRODUCTION

The summaries on page 7 explain the purpose of reporting on Significance/Impact and on Topic Timeframe. These two measures were introduced to the Top Ten report in 2018.

Pages 8-9 present detailed charts showing:

- Significance/Impact in 2019 of each Top Ten Topic (page 8)
- Topic Timeframe – the expected relevance of each topic over time (page 9)

Charts on pages 10 and 11 show how significance and timeframes for each topic have shifted between the 2018 and 2019 Top Ten survey.

High level commentaries are provided on pages 13-22 for each 2019 CAUDIT Top Ten Topic. The commentary pages include Significance/Impact and Timeframe bars for each topic, along with keywords for each topic and indicators for the topic's Top Ten ranking trend from 2017-2019.

Rankings for topics falling just outside the 2019 Top Ten are shown in the 'On the Fringe' list (page 23).

Significance and Impact in 2019

To elaborate on the significant impact of each topic in 2019, CAUDIT Members were asked to use a 6-point scale to rate each topic's significance/impact in 2019. Ratings are summarised on page 8 in the chart 'Topic Significance/Impact in 2019'.

The top three topics are also considered to have the most significant impact in 2019, with #2 Information Security (rated very high by 57%), and #3 Business Transformation (55%) ahead of #1 Supporting Student Success (50%). The next nearest topic was #5 Cultural Change (35%).

Though Research Support ranked #10 in the 2019 Top Ten, it had the fifth largest very high (33%) rating for significant impact.

Half, or just under half, of respondents identified five high impact topics: #6 Digital Integrations (50%), #4 Delivering Services (49%), #7 Strategy (49%), #8 Educational Technology (49%) and #11 Workforce Evolution (48%).

One topic drew overall high to medium impact ratings in 2019 – #13 Sustainability.

Topic Timeframe

CAUDIT Members used a 6-point scale to indicate strategic relevance to their institution of each topic over time. Ratings are summarised on page 9 in the chart 'Topic Timeframe'.

To varying degrees, topics in 2019's Top Ten are all considered to have either ongoing impact, or immediate and short-term impact (less than 2 years).

A mix of top and lower level ranking Top Ten topics emerged as the most prominent ongoing topics, led by #8 Educational Technology and #2 Information Security.

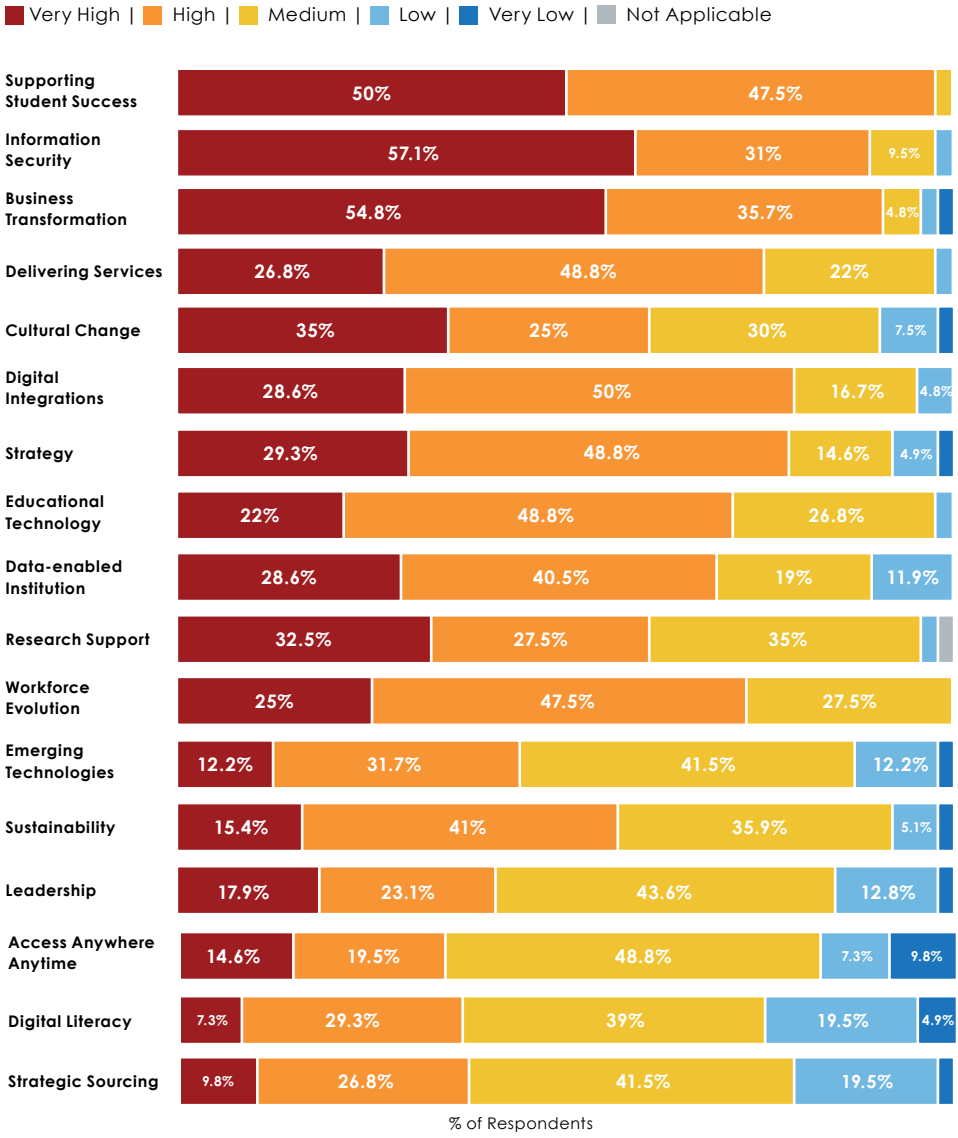
For almost two-thirds of the universities, #8 Educational Technology (66%) and #2 Information Security (64%) were regarded as the two most urgent and ongoing topics. They were well ahead of a close cluster comprising #1 Supporting Student Success (55%), #4 Delivering Services (54%), and #14 Leadership (53%), each having current prominence which is expected to be continuing.

For 43% of universities, #6 Digital Integrations was rated as having a more immediate impact (under 2 years) rather than ongoing focus (31%). Only one other topic, #12 Emerging Technologies, featured a higher short-term focus (34%) than an ongoing focus (27%). Other topics most-ranked for the short term horizon included #3 Business Transformation (36%) and #7 Strategy (34%).

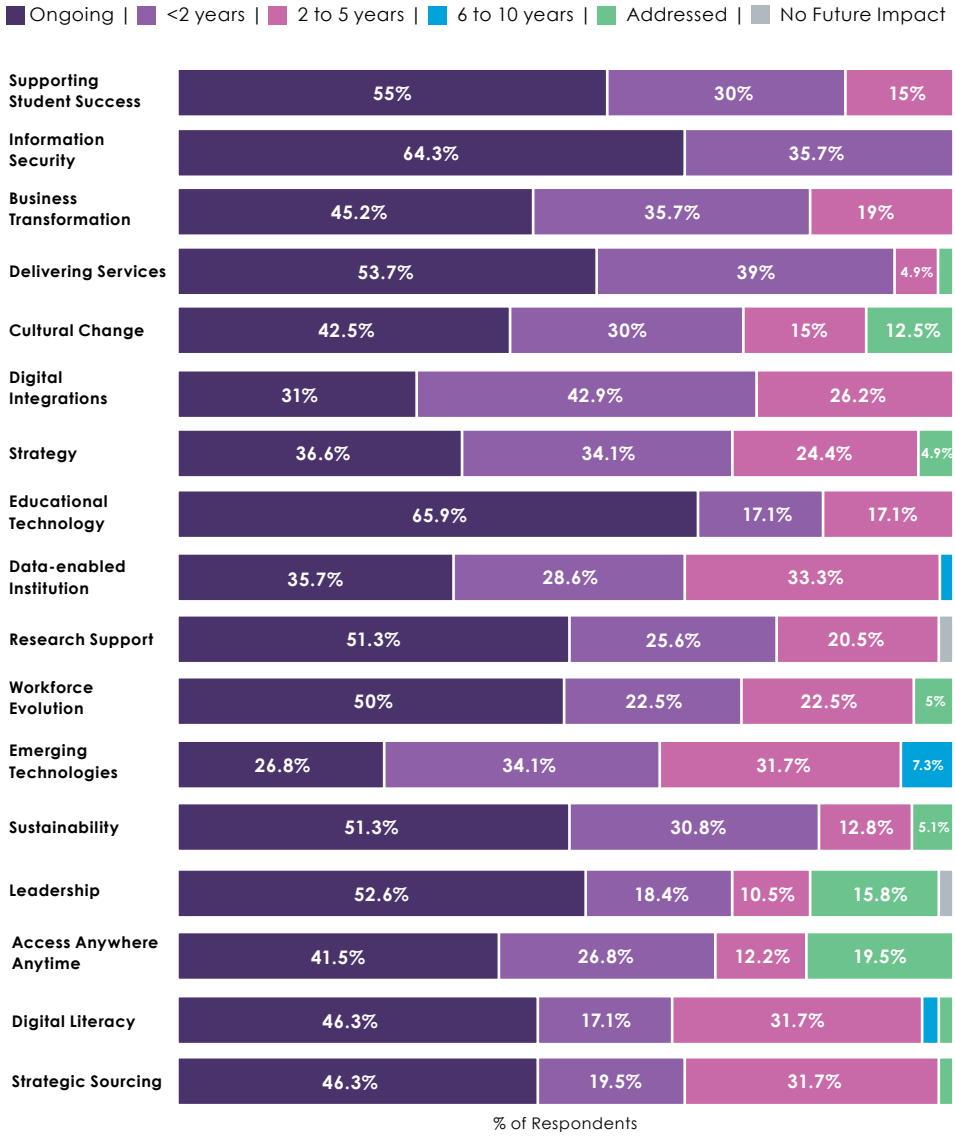
While 20% of universities consider they have addressed #15 Access Anywhere Anytime, more than two-thirds consider this topic stands as a significant short-term priority (27%) or ongoing priority (42%).

TOPIC IMPACT AND TIMEFRAME

Topic Significance/Impact in 2019



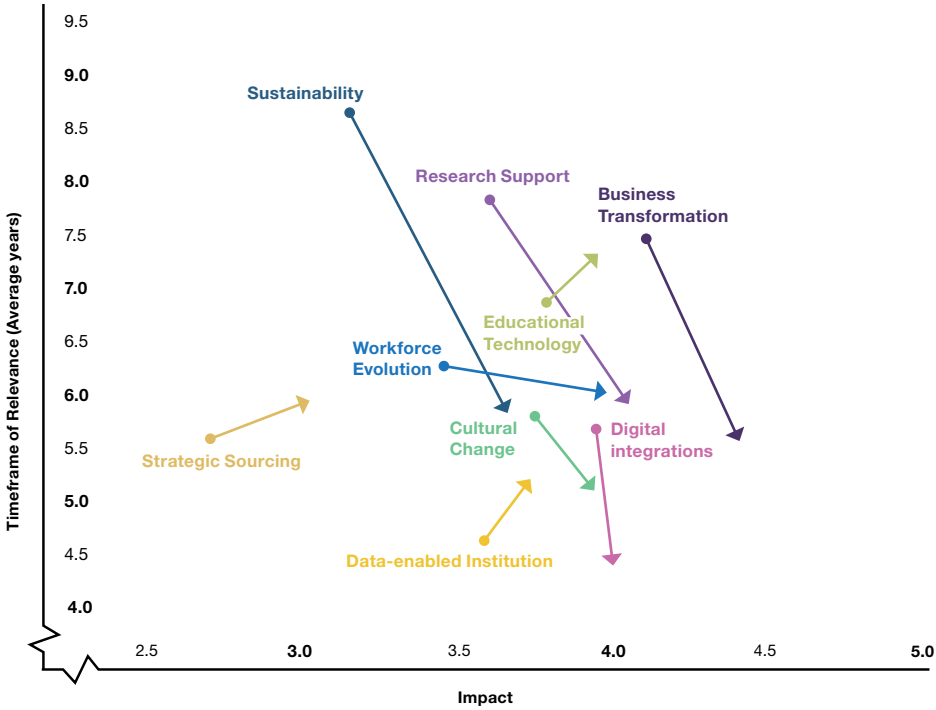
Topic Timeframe



CHANGES IN SIGNIFICANCE

Four trends are evident in the topic rankings from 2018 to 2019. These are shown in two groups for this period – one group of topics with increasing significance, and one group with decreasing significance.

Greater Impact from 2018 to 2019



Six topics increased in significance in 2019 against a shorter, more pressing timeframe than in 2018.

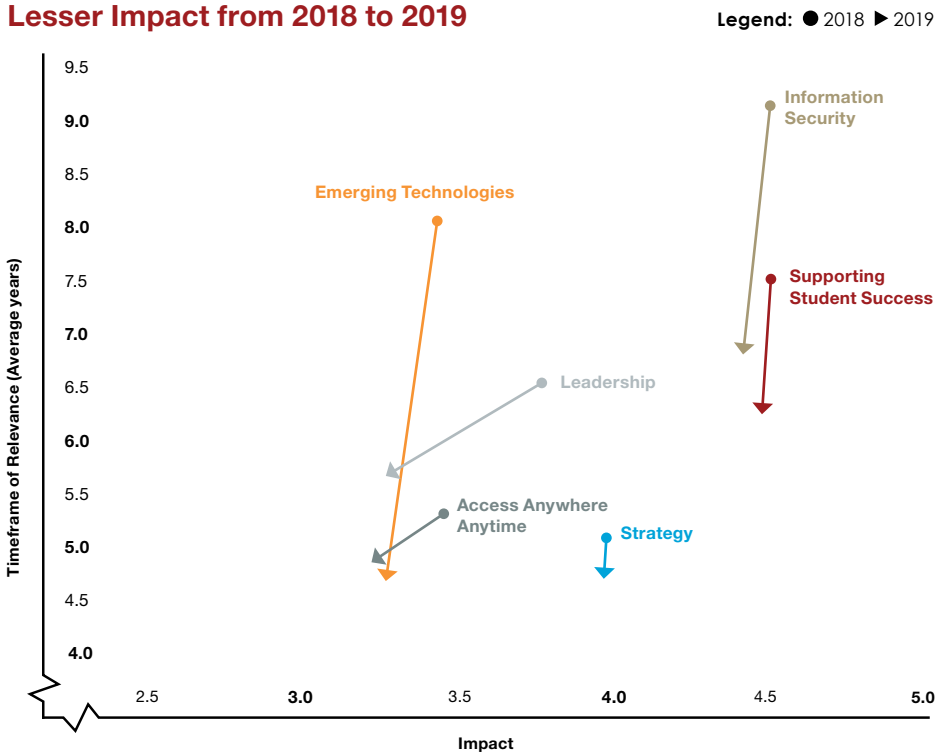
In contrast, though increasing in significance in 2019, #8 Educational Technology, #9 Data-enabled Institution and #17 Strategic Sourcing had longer extended timeframes.

#11 Workforce Evolution records minimal decrease in timeframe but dramatically increased significance.

The significance of #3 Business Transformation, #10 Research Support and #13 Sustainability has also increased and the time horizon is shortening.

#6 Digital Integrations and, to a lesser extent #5 Cultural Change, have become more immediate.

Lesser Impact from 2018 to 2019



Six topics decreased in significance in 2019 while the timeframe to address them became more pressing than in 2018.

In 2019, #1 Supporting Student Success and #2 Information Security, though slightly lower in significance, were rated more pressing with a significantly reduced time horizon.

A dramatic increase in urgency is evident for addressing #12 Emerging Technologies.

#7 Strategy declined slightly in significance but is of increased importance.

In recognising a need for #14 Leadership within the sector, it appears that programs such as the CAUDIT Leadership Institute and CAUDIT Managers Program are having an impact.

THE TOPICS EXPLAINED

Topics	Page
#1 Supporting Student Success	13
#2 Information Security	14
#3 Business Transformation	15
#4 Delivering Services	16
#5 Cultural Change	17
#6 Digital Integrations	18
#7 Strategy	19
#8 Educational Technology	20
#9 Data-enabled Institution	21
#10 Research Support	22
On the Fringe	23

1 Supporting Student Success

2019 Significance/Impact

2019 Timeframe

Improving student outcomes through an institutional approach that strategically leverages technology

Every student brings diverse needs, ambitions, capabilities and curriculum entry points. Our student cohorts are characterised by a wide range of socioeconomic backgrounds, personal circumstances and work commitments. No uniform response can serve individual student success. Each university shapes student success strategies that recognise and respond to its unique student profile and ambitions.

The objective of ensuring every student can access integrated and flexible supports, both on and off campus, sees ICT teams in partnerships with academic and professional staff, and with students themselves. Leveraging information technology in supporting student success is realised most effectively when ICT expertise is pooled with expertise and expectations held by other stakeholders.

Technology is fundamental in identifying at risk students early and mobilising support for them, including careers advice, health and wellbeing programs, library support, student guidance, and learning and teaching interventions. Technology can be transformative for student success through enabling students to access these domains as an integrated suite rather than a jigsaw.

ICT leaders and their staff advance student success through structured, sustained interactions across the university community. Their technical know-how, and their understanding of security and privacy considerations, extend the reach and power of every institution's student success strategies.

Keywords:

Teaching & Learning	Student Outcomes	Strategy

Ranking Trend: 2017 #1 ● | 2018 #1 ● | 2019 #1 ●

THE TOPICS EXPLAINED

2 Information Security

2019 Significance/Impact

2019 Timeframe

Taking a risk-based approach to security as an enabler

Higher education and research transformations that underpin institutional growth depend on coherent digital strategy. In turn, digital strategy intrinsically relies on information security which enables collaboration, facilitates access, generates connections, and maintains efficiencies.

Digital risks follow transformational models. A critical task for every institution is to sustain transformational trajectories while responding comprehensively to information security risks. The goal is to strike an effective balance between enabling growth and embracing acceptable levels of risk.

Technology-based defences are tactically important in managing information security risk. However, by inducing and exploiting human error, cyber criminals can dodge the challenges of exploiting system and process vulnerabilities. Consequently, the threat mitigation landscape increasingly focuses on building threat resilience among technology users. A resilient culture – reflected in awareness, individual responsibility, and risk-aware behaviours – is an indispensable risk management strategy for higher education and research institutions.

IT professionals devise risk-based responses to known, emerging and predicted threats across multiple ICT platforms, applications and processes. Just as critical is their consistent work with staff and students, raising awareness about threats and how to manage them while enabling research, teaching and operations. This interactive approach exemplifies an optimal information security solution – it protects information, individuals, institutional reputation, and technological innovation.

Keywords:

Security	Privacy	Culture

Ranking Trend: 2017 #3 ● | 2018 #2 ▲ | 2019 #2 ●

Ranking Trend Legend: ★ New ● Stayed the same — Not listed ▲ Increased ▼ Decreased

3 Business Transformation

2019 Significance/Impact

2019 Timeframe

Positioning ICT as a catalyst to support the transformation of education and research, along with transforming the institution's business functions

The rise of Business Transformation in the Top Ten indicates technology's transformative impact is an unfinished story. In 2015, Business Transformation ranked #14. In 2016 it rose to #7 and #6 in 2017. In 2018 and 2019 it polled at #3.

Cloud computing features in plans and practices of CAUDIT member institutions. Vying for strategic acknowledgement are equally compelling advances. Big data, and the intensity and scale of digital tools supporting new research and methods, along with an increasingly rich blend of mechanisms for delivering teaching and learning experiences, drives continual upgrading of fixed and mobile network infrastructure on and off campus. Blockchain stands to revolutionise student records, digital rights management, and data repository management.

Incorporating emerging technologies demands strategic insight, staff capability development, and ICT infrastructure renewal. Technologies can transform learning, teaching, research, services and administration, but how transformation is approached matters too.

How well new technologies catalyse business transformation in education and research is governed by depth and frequency of interactions between strategic decision makers, ICT teams and end users. Impact flows from factors like shared understandings about return on investment, developing enabling user interfaces, and commonly endorsed information security practices.

Keywords:

Transformation	Strategy	Collaboration

Ranking Trend: 2017 #6 ▲ | 2018 #3 ▲ | 2019 #3 ●

THE TOPICS EXPLAINED

4 Delivering Services

2019 Significance/Impact

2019 Timeframe

Embedding agility, scalability and cost-effectiveness across all activity to deliver value to students and staff

Higher education and research institutions continuously refresh and request new ICT services in response to dynamic, interwoven factors like strategic institutional objectives, stakeholder expectations, competitive realities, ICT funding constraints and opportunities, and day-to-day service requirements.

ICT leaders commonly approach complex ICT operating environments by applying principles across a spectrum of outcomes, from positive individual user experience to expediting an institution's future-oriented priorities. To deliver more, often with the same or fewer resources, CIOs seek agility, scalability and cost-effectiveness.

Agility favours rapid solution development and implementation; hence increasing DevOps implementation. Scalability ensures ICT assets accommodate accelerating or declining, fluctuating or consistent, but always diverse, technology use across academic programs, research, student services, facilities management and other functions. Cost-effectiveness optimises service delivery while guarding against high opportunity costs that delay investment in other priorities.

High impact ICT-enabled enterprise services are alert to changing expectations. Delivering services and value concurrently is achieved when ICT teams are attuned to student and staff requirements and apply their expertise to paving technology pathways that meet those needs. A primary consideration for ICT leaders is maintaining a culture among ICT teams that foregrounds user- and institution-oriented principles in ICT-enabled service design and delivery.

Keywords:

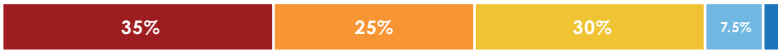
Strategy	Enterprise Architecture	Service Provision

Ranking Trend: 2017 #4 ▲ | 2018 — | 2019 #4 ●

Ranking Trend Legend: ★ New ● Stayed the same — Not listed ▲ Increased ▼ Decreased

5 Cultural Change

2019 Significance/Impact



2019 Timeframe

Agility to change the ICT culture to align with the organisation's needs

Legacy ICT systems can hinder higher education and research institutions in adapting quickly to changing stakeholder needs and expectations, and to transformational opportunities. But a legacy ICT or organisation culture may present greater impediments to institutional agility. Just as ICT systems can be reconfigured, institutional ICT cultures can be re-energised and reshaped.

It is imperative that ICT leaders foster curiosity about, and openness to testing and implementing, ICT innovations that signal positive change. CIOs are also influential in countering preferences anchored in familiar but underperforming legacy ICT platforms.

The higher education and research sector has travelled on the ICT innovation express for more than two decades. The journey is far from complete. Along with early adopters and ICT enthusiasts, ICT change fatigue is an unsurprising fellow traveller.

CIOs and their teams must ensure their institutional ICT cultures are contemporary and forward looking. This is an enduring change management assignment. ICT teams must have a cultural change strategy to call on, and have the interpersonal skills to keep ICT culture on tracks aligned with the institution's needs and future direction.

Keywords:

Strategy	Management	People

Ranking Trend: 2017 #15 ▲ | 2018 #9 ▲ | 2019 #5 ▲

THE TOPICS EXPLAINED

6 Digital Integrations

2019 Significance/Impact

2019 Timeframe

Leveraging enterprise architecture frameworks to facilitate smooth integration of data, systems and services

In the quest for efficiency and trustworthy information, digital integrations assume increasing importance. Purposeful digital integrations deliver a responsive institutional ecosystem linking core and non-core ICT systems, on premise and in the cloud applications, to improve timely access to information critical to the success of students, academic and professional staff. Confidentiality, integrity and availability characterise robust digital integrations.

Enterprise architecture (EA) frameworks are foundational in mapping productive alignments between an institution's strategic goals, operational objectives, and ICT systems and services. EA frameworks facilitate planned approaches to integrating data, systems and services.

Data integrations reach beyond higher education and research institutions to encompass reliable links with government agencies, employers, research collaborators, alumni and communities. ICT systems and services responsive to diverse stakeholder and funder profiles constitute a business imperative.

The 2018 Top Ten report noted: 'purposeful data integrations depend on concrete understandings about the adaptive capacity of current ICT systems, and the potential impact on the scope of digital integrations implied by emerging technologies.' This understanding resides in ICT teams. They facilitate high quality digital integrations that expedite business priorities, offer smooth user experience, and minimise interruptions to teaching, learning, research, student support, and administrative functions.

Keywords:

Enterprise Architecture	Integration	Security

Ranking Trend: 2017 — | 2018 #8 ★ | 2019 #6 ▲

7 Strategy

2019 Significance/Impact

2019 Timeframe

Ensuring the institution's future in a digitalised world

Strategy makes choices that usher in adaptation or change to operating models – sometimes incrementally, sometimes radically. In higher education and research, strategic choices invariably rely on technology applications, and are frequently driven by their rapid evolution.

Digitisation is often cast as the great disruptor. This perception can emphasise downsides, yet disruption also introduces opportunity. In higher education and research, harnessing digital capabilities can help realise broad and rich opportunities.

Information technology is key in responding to policy and funding shifts favouring more intensive and productive research links with business.

It is fundamental to powering big data in research. It provides impetus to community and alumni engagement. It is central to meeting existing workforce demands for upskilling and cross-skilling, to reorienting institutions to changing international education markets, to transforming pedagogy, to incorporating online mentoring into student services or assessed work placements into qualification designs. And more.

For higher education and research, the strategic challenge is to position digitisation as the great enabler. That relies on CIOs and their teams acting as bridges between institutions and innovation in digital technologies, conveying considered insights about how ICT frontiers can enhance institutional sustainability, reputation, competitiveness and relevance in a digitalised world.

Keywords:

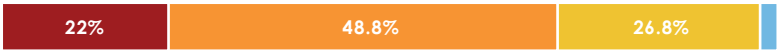
Strategy	Digital	Innovation

Ranking Trend: 2017 #2 ▲ | 2018 #4 ▼ | 2019 #7 ▼

THE TOPICS EXPLAINED

8 Educational Technology

2019 Significance/Impact



2019 Timeframe

Identifying and supporting the use of innovative technology in teaching and learning

Educational technology enlarges higher education's learning and teaching horizons. It enables universities to increase enrolments, diversify learning opportunities, personalise learning and enhance learning outcomes. Anytime, anywhere, any device learning minimises impediments to higher education participation, such as disability, distance from campus, family responsibilities, health obstacles, limited financial resources and work commitments.

A complex challenge accompanies these immense personal, social, institutional and economic benefits. Each institution must identify and support innovative educational technology uses in response to student needs and aspirations, staff requirements, and a competitive higher education market.

Predictive learning analytics are informing timely interventions targeted to individual students' immediate needs. Technology is instrumental to flipped classrooms, collaborative learning spaces, accessing appropriate library resources, embedding curriculum with workplace learning, and using augmented reality as a channel for learning.

CIOs and their teams recognise cooperation with educational designers, academics and tutors is vital to ensuring educational technologies heighten student engagement and secure learning objectives ranging from building technical knowledge to enhancing 'soft' skills prized in the labour market. ICT team members also listen to diverse student voices to design applications that seamlessly integrate student orientations to, and expectations of, learning and technology.

Keywords:

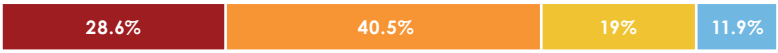
Teaching & Learning	Innovation	New Technology

Ranking Trend: 2017 #7 ▼ | 2018 #5 ▲ | 2019 #8 ▼

Ranking Trend Legend: ★ New ● Stayed the same — Not listed ▲ Increased ▼ Decreased

9 Data-enabled Institution

2019 Significance/Impact



2019 Timeframe

Leveraging data and governance and enablers such as AI and ML to support both strategic decision making and day to day operations

Strategic plans chart a path to an institution's preferred future. Operational models activate strategic intent, and assemble resources to meet business and service objectives on a daily basis.

As people seek truth in a digital age, quantitative and qualitative data grounds both strategy and operations. It enables leaders, managers, staff and students to measure and assess progress, to make informed decisions, to prioritise time and resources, and to amend strategic and operating parameters as necessary.

Unmediated data reporting can be overwhelming and its utility consequently compromised. Increasingly, artificial intelligence is used to harness the power of extensive datasets with both summative and predictive utility.

Mediating data reporting so that it is tightly targeted to decision makers' information and stewardship needs is a primary function of CIOs and their teams. Making use of their detailed understanding of strategic and operational goals and measures leads to fit-for-purpose reporting that maximises its decision making value.

Keywords:

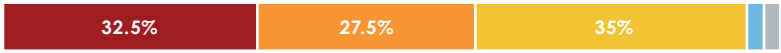
Service Provision	Business Model	Decision-Making

Ranking Trend: 2017 #11 ● | 2018 #10 ▲ | 2019 #9 ▲

THE TOPICS EXPLAINED

10 Research Support

2019 Significance/Impact



2019 Timeframe

Providing a sustainable research support model servicing the needs of all researchers

High impact research is a government policy concern, a facilitator of funding flows, and a determinant of institutional competitiveness, reputation and rankings. Information technology serves research support by enabling high performance in these domains. Research support is active across a complex, multi-faceted ecosystem. As the 2018 Top Ten report noted: '*Research support requires flexibility – each discipline and research program entails unique technology demands*.'

Research support encompasses planning and monitoring that guides institutional strategy, capturing and reporting data on research performance, impact and engagement, monitoring and planning ICT research infrastructure, and maintaining active relationships with sector-wide service providers.

Of equal substance are research support services delivered directly to researchers and their teams. Increasingly, specialised ICT skills are required by ever more disparate and dispersed researchers and support staff. Information technology is crucial in sustaining national and international research collaborations spanning social and economic sectors. ICT is essential to many research designs, critical for capturing, analysing and reporting project-specific data, and essential for storing and managing access to data.

An institution's research strategy guides the research support delivered by ICT teams.

Keywords:

Research	Research Support	Delivering Services

Ranking Trend: 2017 #12 ▼ | 2018 #6 ▲ | 2019 #10 ▼

ON THE FRINGE

Ranking Trend Legend: ★ New ● Stayed the same — Not listed ▲ Increased ▼ Decreased

11 Workforce Evolution

Keywords:

Workforce	Strategy	Collaboration

Ranking Trend: 2017 #8 ▼ | 2018 #12 ▼ | 2019 #11 ▲

12 Emerging Technologies

Keywords:

Service provision	User-centricity	New Technology

Ranking Trend: 2017 #24 ▼ | 2018 #11 ▲ | 2019 #12 ▼

13 Sustainability

Keywords:

Funding	Sustainability	Innovation

Ranking Trend: 2017 #9 ▲ | 2018 #14 ▼ | 2019 #13 ▲

14 Leadership

Keywords:

Strategy	Collaboration	Service Provision

Ranking Trend: 2017 #13 ● | 2018 #7 ▲ | 2019 #14 ▼

15 Access Anywhere Anytime

Keywords:

Service Provision	Teaching & Learning	Research

Ranking Trend: 2017 #23 ▼ | 2018 #13 ▲ | 2019 #15 ▼

NOTES

The Council of Australasian University Directors of Information Technology (CAUDIT) is an incorporated Not For Profit Association with membership drawn from all universities in Australia and New Zealand, plus the nearby Asia Pacific region, as well as a number of major Australian research organisations and teaching organisations. Members are represented by the most senior IT person in their organisation – generally their Chief Information Officer, Chief Digital Officer or Director, IT.

CAUDIT's purpose is to support each other in leading the application of digital capabilities to transform education and research.

Three key strategies provide the focus for CAUDIT's activities:

- **CONNECTING**
- **ENABLING** and
- **CHALLENGING** our members.

CAUDIT provides networking opportunities, negotiates collective procurement agreements, provides professional development, undertakes benchmarking, and fosters collaboration through the sharing of thought leadership, experiences and best practice among its members.

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