



# CAUDIT

THE COUNCIL OF AUSTRALASIAN  
UNIVERSITY DIRECTORS OF INFORMATION TECHNOLOGY

## ANNUAL REPORT 2020





## ABOUT CAUDIT

---

CAUDIT's purpose is to support each other in leading application of digital capabilities to transform education and research. CAUDIT realises this purpose through three strategies:



By actively connecting CAUDIT's members, CAUDIT broadens their impact within the higher education and research sector. CAUDIT stimulates ICT's productive reach by maintaining a network linking CAUDIT members, international colleagues, service providers, and vendors.

During 2020, CAUDIT facilitated proactive responses to COVID19 impacts. The constructive influence of those responses underscores the strategic and practical value of CAUDIT's continuing emphasis on building members' professional capability, and on sharing between members.

## CAUDIT'S MEMBERS

---

Membership of the Council of Australasian University Directors of Information Technology (CAUDIT) is drawn from universities in Australia and New Zealand, and the nearby Asia Pacific region, along with major Australian research and teaching organisations.

Each member is represented by the most senior person with strategic and operational responsibility for ICT. Their roles have various titles across the membership, including Chief Information Officer, Chief Digital Officer, and Director, ICT.

CAUDIT is an incorporated Not-For-Profit Association, governed through an Executive Committee of elected Member Representatives.

# TABLE OF CONTENTS

<b>About CAUDIT</b>	<b>2</b>
<b>President's Report</b>	<b>4</b>
<b>CAUDIT'S Response to COVID19 Impacts on Members</b>	<b>6</b>
<b>CEO's Report</b>	<b>8</b>
<b>CAUDIT Highlights</b>	<b>9</b>
<b>CONNECT</b>	<b>10</b>
CAUDIT Members	11
2020 Members Meetings	12
Strategic Partnerships and Memberships	13
THETA 2022 - Making Waves	14
<b>ENABLE</b>	<b>15</b>
CAUDIT Awards 2020	16
CAUDIT Managers Program 2020	17
CAUDIT Leadership Institute 2020 and Plans for 2021	17
Australian Higher Education Cybersecurity Service (AHECS)	18
Four Nation Cybersecurity Virtual Study Tour	20
Professional Development Program	21
Strategic Procurement	22
Communities of Practice	24
Project Update on Transforming the Collection of Student Information	26
CAUDIT Benchmarking 2020	27
<b>CHALLENGE</b>	<b>29</b>
CAUDIT'S Top Ten Topics for 2020	30
<b>GOVERNANCE</b>	<b>32</b>
2020 CAUDIT Executive Committee	33
Governance	34
2020 Financial Overview	35
The Financial Challenge of COVID19	37
CAUDIT Members and Representatives	38
CAUDIT Committees	43
CAUDIT Working Groups	47
CAUDIT Communities of Practice	48
CAUDIT Leadership Institute 2020 – Faculty Members	49
CAUDIT Managers Program 2020 - Participants	49
CAUDIT Staff	50

# PRESIDENT'S REPORT

---

What a year 2020 has been. University IT teams worldwide more than proved their worth during COVID, rushing to move all staff to work from home and all teaching online. The challenges were enormous.

Many CAUDIT members freely gave well thought out work from home plans, and the sector's knowledge and skillset grew with each share. I love this selfless sharing within CAUDIT. For me, surviving COVID19 truly was a team effort: hurdling China's Firewall and teaching into China was an excellent example of our collaboration, working for the sector's betterment.



**GINA WHITE**  
**PRESIDENT**

## Challenges and changes

Many CIOs took the opportunity to move their teams to hybrid environments. Universities can now hire staff outside their local areas, removing old restrictions and providing new gateways for diversity, particularly for those of us in regional areas. CAUDIT helped our teams and us, providing the Talent Pool for those staff we reluctantly released.

Budget reductions, and government's spotlight on the Higher Education sector, impacted us all and highlighted that we are in a disrupted industry. COVID19 accelerated the process. Transforming the Collection of Student Information (TCSI), University Foreign Interference Taskforce (UFIT), Defence Industry Security Program (DISP) and Critical Infrastructure Bill are among matters we are managing. AHECS, the CAUDIT team, Communities of Practice, and several committees, have worked and collaborated to help all members navigate them.

Online Member Meetings surpassed expectations and set a precedence for many activities in 2020. As usual, content was excellent and engaging and we had ample opportunity to 'mingle' with colleagues. Our thanks go to Niranjan Prabhu, the Organising Committee, and the CAUDIT team, who did an exceptional job. While the online experience was fabulous, I look forward to seeing you at our next face-to-face meeting (COVID allowing, of course).

## Exemplary CAUDIT team and Executive Committee

Our CAUDIT team stepped up during 2020. There was voluminous information to absorb during high-speed COVID times. The team helped by curating valuable information and sending broadcast emails: curated Cyber Snippets is one example of an excellent resource for all IT teams. The CAUDIT team continued providing exceptional service in benchmarking, procurement, professional development, managing communities of practice, and cybersecurity leadership. I express our collective thanks to Anne and the CAUDIT team for their invaluable support during a tough year.

Finally, I thank CAUDIT's Executive Committee: Warwick Calkin (Vice President), Kerry Holling (Secretary & Public Officer), Roy Pidgeon (Treasurer), Niranjan Prabhu, Vito Forte, and Eion Hall. Their generous donation of time, energy, input, and enthusiasm in directing CAUDIT's activities for you, the members, is exceptional. On behalf of members, I thank Kerrie Campbell and Scott Sorley for participating on the Executive. Each Executive Committee member offers time from busy lives to lead CAUDIT in supporting each member, so all of us get substantial benefits from our membership. Being President of this organisation is still a highlight of my time in the Higher Education sector.



# CAUDIT'S RESPONSE TO COVID19 IMPACTS ON MEMBERS

CAUDIT's 2020 Annual Report frequently refers to immediate and long-term disruptions accompanying COVID19's global and domestic spread. The Association quickly amended plans for 2020 so that available resources focused on supporting members' information services to respond, competently and comprehensively, to unprecedented expectations and modes of operation.

In summarising here many CAUDIT actions taken during 2020, it is important to emphasise that a strategic outlook was maintained. Members' continuing priorities were steadily progressed in 2020, notably in cybersecurity and professional development for information services staff.

## COVID19 COORDINATION AND ENGAGEMENT

- Dedicated Rapid-Response team established to respond to member queries and develop strategic support
- Extensive member-only, digital COVID19 Data Repository created
- Curation and distribution of distilled, actionable updates, advice, and tools, via 115 update/information-sharing emails sent to Members
- In first half of 2020, as COVID19 impacts rapidly emerged, CAUDIT conducted weekly standup information-sharing and Q&A video meetings
- Liaison with members, Universities Australia, government departments, NBN Co, and international higher education associations, to share information, opportunities, COVID-related vendor offers, and updates.

## SOURCING AND VENDOR RELATIONSHIPS



## PROFESSIONAL DEVELOPMENT

- Delivered CAUDIT Managers Program in fully online model
- 12 online short courses developed and provided to 517 participants over 21 sessions (11 at no cost to participants), including:
  - 'Building Resilience in Leadership, Innovation and Life' (for CIOs and other leaders)
  - 'Instilling a Service Mindset'
  - 'Reshape Your Communication for Videoconference'
  - 'Listen and Speak Under Pressure'
- CAUDIT Leadership Series – seven standalone sessions developed and provided by CAUDIT Leadership Institute faculty

## EVENTS

- Autumn and Spring Members Meetings conducted online
- 2020 CAUDIT Awards ceremony held online during Spring Members Meeting
- Inaugural AHECS Cybersecurity Summit (208 registrations)
- Four-Nation Cybersecurity Virtual Study Tour held over seven sessions in final months of 2020
- Transforming the Collection of Student Information (TCSI) Special Interest Group webinar
- In-person events deferred: CAUDIT Leadership Institute until 2021, and THETA 2021 until 2022

## CYBERSECURITY

- Australian Higher Education Cybersecurity Service (AHECS) launched in early 2020, in partnership with AARNet, AusCERT, AAF, REANNZ
- AHECS service priorities established via member survey, assembled into 11 Workstreams
- Cybersecurity risk alerts included in COVID19 updates and Cybersecurity Community of Practice communications
- Chief Information Security Office Group formed in March 2020
- Developed and circulated Good Practice Guides for online video collaboration tools, along with a Cyber Checklist, and a Work-from-Home Checklist
- AHECS updates provided to Autumn and Spring Members Meetings, and Victorian Directors of Information Technology (VDIT) meeting

## ANALYTICS

- Sourced and distributed hundreds of articles about COVID19 impacts on higher education and research sector
- Provided analytics data on international student enrolments
- Released **2020 Top Ten Topics** report
- Benchmarking system amendments made, data collection completed, online access to Benchmarking report

# CEO'S REPORT

---

2020 started like many other years, and then rapidly required a rethink due to the impact of COVID19. Plans were adjusted and staff leapt into action to support members as they responded to the closure of international borders and the need to work and study off campus. CAUDIT staff contributed in many ways, not least through sourcing and contributing information to 115 thrice weekly 'Update' emails containing 2,000 curated items sent to members between February to December.

Members elected Warwick Calkin (Chief Information Officer, The University of Western Australia) as Vice President, Roy Pidgeon (Deputy Vice-President, Digital Services, Central Queensland University) as Treasurer and Vito Forte (Director, Digital and Campus Services & CIO, Edith Cowan University) to the Executive Committee. We thank Scott Sorley and Kerrie Campbell for their contributions during their time on the Executive Committee.

CAUDIT also welcomed six new substantive and seven acting Member Representatives over the year.

The health and financial restrictions due to COVID meant the CAUDIT Leadership Institute (CLI) was not conducted for the first time in its 23-year history. In its place, the CLI Faculty reshaped some of the program's modules into a popular online leadership series. These, along with other topics kicked off the first year of our targeted short course program. We are indebted to all course providers. The CAUDIT Managers Program was reenvisioned and provided to a reduced number of participants as a wholly online program.

In a time of flux, benchmarking retains a strong currency, with all Australian and New Zealand universities, the CSIRO and one of our newer members participating in the annual IT benchmarking survey. Members also undertook surveys via CAUDIT services, furnishing much useful information to their colleagues.

The 2020 CAUDIT Awards were presented in September 2020. In only its second year, the awards saw 63 entries from 24 member institutions. The original five categories were retained – Improving Student Success, Innovation in Teaching and Learning, Excellence in Research Support, Operational Excellence, and Emerging Leader, along with four of the five inaugural category sponsors – thankyou. Well done to all nominees, finalists and recipients for this recognition.

The Australasian Higher Education Cybersecurity Services (AHECS) initiative gathered steam, delivering support and reporting to Member Representatives on progress and achievements at the end of June, and thereafter quarterly.

International engagement continued, primarily with colleagues in the USA (EDUCAUSE, Internet2), South Africa (ASAUDIT), the UK (UCISA) and Canada (CUCCIO). Activities included the inaugural Four Nation Online Cybersecurity Study Tour and the release of version 2.50 of the CAUDIT Higher Education Enterprise Architecture Reference Models to all previous international recipients.

It was a tough year for many. At the same time, much was achieved through sharing and collaboration. I would like to thank Member Representatives and their teams for their support and engagement with their CAUDIT colleagues during the year.

Thanks also to the CAUDIT staff who worked hard throughout the year and went 'above and beyond' in their support of members and each other.



**ANNE KEALLEY**  
**CEO**



# CAUDIT HIGHLIGHTS

CAUDIT – a reliable, safe, supportive, adaptable place for Members to share, connect and collaborate during the challenges of 2020





# CONNECT

---

**CAUDIT members have ready access to a network that invites continuous exchange of expertise, ideas, and options. This orientation to collaboration is embedded in CAUDIT's culture, structure, and work processes, intentionally linking ICT leaders and staff across member institutions.**

CAUDIT extends this central Membership focus by maintaining a durable network of incisive and responsive touchpoints with domestic, regional, and international organisations having operational and strategic relevance to CAUDIT members.

These multidimensional connections provide multiple reference points for CAUDIT members to explore key issues in timely, well-informed, inclusive forums and formats.

Benefits from these connections are outlined in this Annual Report section which reviews key 2020 activities:

- Autumn and Spring Members Meetings, open to Member Representatives and their senior colleagues from all CAUDIT member institutions
- Actively maintained strategic partnerships and memberships that offer CAUDIT members a range of insights and reference points
- Planning for THETA 2022 – run 'by the sector, for the sector', THETA is our region's premier conference for ICT professionals in the higher education and research sector



# CAUDIT MEMBERS



## CAUDIT MEMBERSHIP CATEGORIES

**Full Members** are universities represented on Universities Australia (UA) or Universities New Zealand (UNZ). Only Primary Representatives of Full Members can serve on CAUDIT’s Executive Committee.

**Associate Members** are Australian and New Zealand universities that are not members of UA or UNZ, and overseas universities.

**Affiliate Members** are organisations that are not universities.

*Each Member appoints a Primary Representative. Associate and Affiliate Members do not have voting rights and may not be elected to the Executive which guides the Association.*

# 2020 MEMBERS MEETINGS

CAUDIT's Members Meetings connect Member Representatives and their senior staff through discussion that articulates how CAUDIT can facilitate sector-wide innovation. The meetings support CAUDIT in shaping and implementing collective responses to priority needs and goals. They connect Member Representatives and their senior staff to thought leaders, and to best practices that create return on investment.

These functions held vital relevance during 2020. COVID19 put familiar conventions and routines to unfamiliar tests. Connecting CAUDIT's members was never more pressing.

## AUTUMN MEMBERS MEETING

Online Meeting, 13 May 2020

The Autumn Members Meeting (AMM) explored effective responses to immediate and long-term COVID19 impacts on the higher education and research sector. Member Representatives and their ICT teams were responding with alacrity and professionalism to expectations of ITC as both an adaptive and strategic pathway. In that context, the AMM investigated 'automation and innovation' and also foregrounded options for prioritising self-care and building resilient leadership capability.

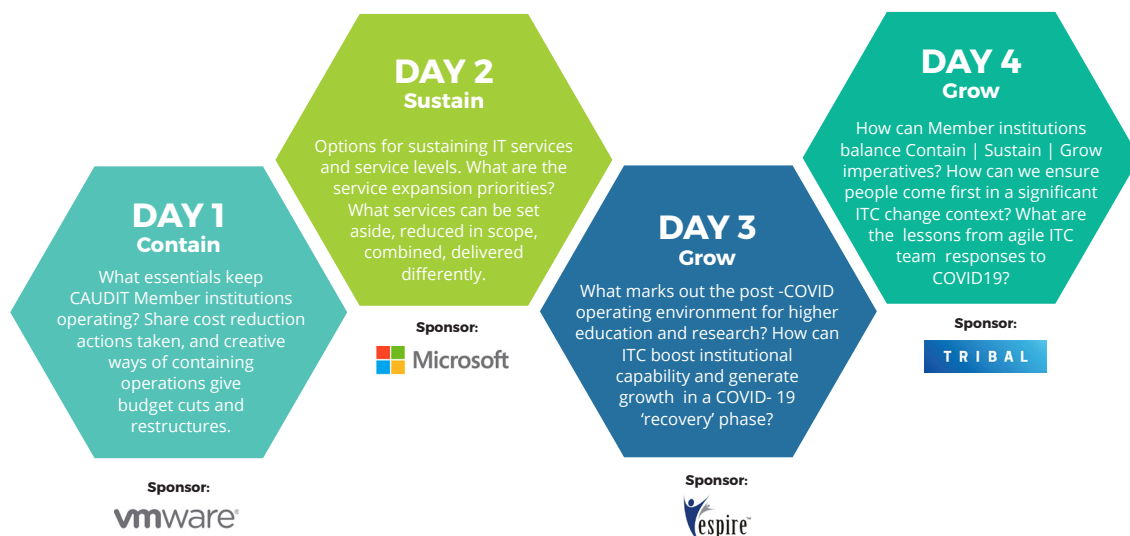
The AMM worked through longstanding priorities too, including updates on the development of AHECS (Australasian Higher Education Cybersecurity Service), and a first glance at challenges posed by CAUDIT's 2020 Top Ten Topics.

## SPRING MEMBERS MEETING

Online meeting, 29 September to 2 October 2020



The Spring Members Meeting (SMM) format reflected strategic and operational priorities signalled by senior ITC leaders as COVID19 implications became progressively clearer during 2020. The SMM examined three focal points – Contain | Sustain | Grow. Day 4 concentrated on integrating learnings and prospects, and celebrated the 2020 CAUDIT Award recipients.



# STRATEGIC PARTNERSHIPS AND MEMBERSHIPS

CAUDIT maintains formal agreements with strategic partners. The agreements secure access for CAUDIT members to capabilities and ICT intelligence that materially contribute to their strategic contexts and operational practices.

Our partnerships, as do our memberships with organisations of strategic relevance, incorporate robust communication channels. Through them CAUDIT members test ideas, options, and solutions regarding ITC applications in higher education and research.

## CAUDIT'S STRATEGIC PARTNERSHIPS

On behalf of members, CAUDIT maintains strategic partnership agreements with these organisations.



AUSTRALIA'S ACADEMIC AND RESEARCH NETWORK



THE AUSTRALASIAN COUNCIL ON OPEN, DISTANCE AND E-LEARNING



ASSOCIATION OF SOUTH AFRICAN UNIVERSITY DIRECTORS OF INFORMATION TECHNOLOGY



COUNCIL OF AUSTRALIAN UNIVERSITY LIBRARIANS



GARTNER INC.



OMDIA

## CAUDIT'S STRATEGIC MEMBERSHIPS

CAUDIT is an active member of these higher education and research organisations.



COALITION OF HIGHER EDUCATION INFORMATION TECHNOLOGY ASSOCIATIONS



AUSTRALIAN ERESEARCH ORGANISATIONS



EDUCAUSE



## THETA 2022 - MAKING WAVES

May, 2022

**'by the sector, for the sector'**

---

**THETA - The Higher Education Technology Agenda - is Australasia's spotlight conference for those working with and in ICT, library, and teaching and learning, in higher education and research. It illuminates wicked problems, shares insights into new possibilities, and foregrounds evidence about our sector's priorities.**

CAUDIT, CAUL, and ACODE collaborate to offer THETA as a conference by the sector, for the sector.

The program for THETA 2022 - Making Waves was in development when this Annual Report was released. Visit the [conference website](#) to keep track of confirmed topics and presenters.

Originally scheduled for 2021, COVID19 constraints led CAUDIT, CAUL, and ACODE to defer THETA until 2022. We recognise the energy invested by THETA Organising, Program, and Vendor Committee members during 2020. Theirs was a collaboration of IT, library, and teaching and learning leaders from five Western Australia universities, chaired by Warwick Calkin, Chief Information Officer, The University of Western Australia. Their efforts constitute the foundations for THETA 2022 - Making Waves.

THETA 2022 – Making Waves is an outstanding opportunity to meet colleagues, learn about and contribute to the latest in ICT, and talk with sponsor representatives.



# ENABLE

**CAUDIT members rely on their ICT professional colleagues to share and collaborate with them to ensure institutional digital capability achieves end-user expectations. Their exemplary technical skills must be accompanied by leadership, listening, facilitation, and a host of other 'soft' skills.**

CAUDIT members consistently reinforce a collective priority for transformation through extending technical, management, and leadership skills among their ICT staff. CAUDIT responds with an enabling suite of dynamic professional learning opportunities specifically designed for people who work with technology in higher education and research. CAUDIT also pursues strategic initiatives that enable CAUDIT members to advance a digital capability lead.

CAUDIT members enable their ITC staff to manage today's service environment, and to prepare for tomorrow's strategic complexities, through emphasising collaboration and problem solving, and advancing best practice.

## STRATEGIC ACTIVITIES INCLUDE:



# CAUDIT AWARDS 2020



The first CAUDIT Awards were conducted in 2019. In that inaugural year, 54 individuals and teams presented Awards judges with diverse, exciting examples of innovation and expertise. This high number of submissions was not a case of clearing a backlog in the first year.

CAUDIT Awards 2020 attracted 63 applications – an energetic demonstration there is a treasury of great ideas, and a commitment to innovation and service excellence, across CAUDIT members.

CAUDIT Awards recognise and promote outstanding achievements and innovation by IT staff from CAUDIT member organisations. The Awards celebrate the varied ways they have adapted their digital expertise and foresight to meet service expectations of students, lecturers, researchers, executive and professional staff.

Award recipients can use their prize to pursue developmental opportunities. Depending on sponsorship arrangement, the prize could support conference or study tour registration (such as THETA, an industry conference), or participation in a professional development program.

## 2020 CAUDIT AWARD RECIPIENTS

Recipients of 2020 CAUDIT Awards were announced at the 2020 Spring Members Meeting.

### IMPROVING STUDENT SUCCESS AWARD

Tertiary Success for Everyone – Ōritetanga  
*University of Waikato*

Sponsored by 

### INNOVATION IN TEACHING AND LEARNING AWARD

The UNSW Makerspace Network  
'Making' web application  
*UNSW Sydney*

Sponsored by 

### EXCELLENCE IN RESEARCH SUPPORT

Publications Harvesting Project  
*Griffith University*

Sponsored by 

### OPERATIONAL EXCELLENCE

Assessment Timing Tracker  
*Monash University*

Sponsored by 

### EMERGING LEADER

Tim Lane, Manager – Cyber Security  
Governance, Risk and Compliance  
*Griffith University*

Sponsored by 

CAUDIT acknowledges our Award sponsors' generous support.



# CAUDIT MANAGERS PROGRAM 2020

---

**In 2020, the CAUDIT Managers Program (CMP) enrolled 13 participants from eight CAUDIT member institutions. CMP 2020's design moved from a hybrid delivery model to fully online. Pace Learning again delivered CMP and its management of flipped delivery was well received by participants.**

COVID19 induced a multitude of changes, big and small, to the professional work of information technology managers in higher education and research institutions. The changes required them to revisit, and often to reconceptualise, their approaches to teamwork and communication within and beyond their teams, just as they had to reconsider how their institutions' technical capabilities could adapt to the challenges and opportunities ushered in by the pandemic.

This context was an inevitable, and highly instructive, context for CMP participants. The flipped program supported them to build team engagement in unfamiliar online workspaces, and to reach out constructively to teaching, research, and professional staff teams whose work became progressively more dependent on ICT platforms during 2020.

Learning for managers in CMP 2020 traversed many professional capability domains, including effective management practice, leader as coach, the art of influence, managing difficult conversations, conducting successful meetings, self-mastery, and career mapping. CMP is a recommended pathway to the CAUDIT Leadership Institute.

# CAUDIT LEADERSHIP INSTITUTE AND PLANS FOR 2021

---

**CAUDIT Member Representatives have long acknowledged that fostering future information services leaders is an institutional safeguard. That acknowledgement led to the first CAUDIT Leadership Institute (CLI) in 1998.**

In 2020, COVID19 travel constraints on CLI's international faculty compromised planning for and delivery of team teaching – a bedrock CLI attribute. Faculty and intending CLI participants hold critical library and IT services roles; they were under immense time pressure in 2020, tailoring institutional operations to deliver essential user and business outcomes.

Faculty adapted to circumstances, designing short courses for potential CLI 2021 participants. The 2020 CAUDIT Leadership Series comprised seven online sessions of one hour each, offered free to participants. Series topics included leading in a time of flux, creating positive workplace cultures, proactive career development, and strategies for self-care and productive work in uncertain times. CAUDIT is grateful to faculty members who led CAUDIT Leadership Series sessions.

# AUSTRALIAN HIGHER EDUCATION CYBERSECURITY SERVICE (AHECS)

---

**CAUDIT's 2019 Annual Report recorded initial steps in 2018 and 2019 to formulate and formalise AHECS. Following CAUDIT Executive approval in November 2019 of its strategic framework and business case, in early 2020 AHECS progressed quickly and steadily to operational reality.**

In February 2020, CAUDIT appointed Greg Sawyer as Director – Cybersecurity Program. Soon after, AHECS governance structures were finalised and implemented. CAUDIT's Chief Information Security Officers group was established in March. Its monthly meetings enable senior cybersecurity decision-makers to maximise the scope of and returns from collaboration. The AHECS Cybersecurity Community of Practice (CoP) was formed, expanding CAUDIT's Cybersecurity CoP remit and including AARNet, AusCERT and REANNZ participants.

AHECS initiated many activities in 2020. These included developing and releasing 11 good practice guides, 24 cybersecurity webinars, surveying members to produce sectoral cybersecurity capability baseline and cybersecurity maturity benchmarks, supporting the pilot and implementation of AARNet's Security Operations Centre, and launching AHECS' website. CAUDIT collaborated with UK and South African colleagues to create and conduct the inaugural Four Nation Online Cybersecurity Study Tour, held the inaugural AHECS Cybersecurity Summit – Bridging the Gap as a hybrid online event in November, and engaged with the Australian Cyber Security Centre, Joint Cyber Security Centres, and Universities Australia.

In a challenging legislative environment, CAUDIT provides a voice for the sector, informed by member input, which supports and reflects sector-focused needs in accord with AHECS' purpose. In 2020, CAUDIT responded to:

- Australia's 2020 Cyber Security Strategy
- Exposure Draft Bill on Protecting Critical Infrastructure and Systems of National Significance
- Parliamentary Joint Committee on Intelligence and Security review of the Security

## THE PURPOSE OF AHECS

Led and coordinated by CAUDIT, AHECS proactively helps safeguard the intellectual property and reputation of Australasia's universities. AHECS enables CAUDIT members to: work together in a trusted community, benefit from economies of scale; coordinate and leverage existing resilient services; access new services with fit-for-purpose designs; mature sector cybersecurity capabilities across people, processes, and technology; and join privacy imperatives with information management.



## PRIORITIES

CAUDIT members' views about AHECS service priorities were sought via a survey conducted early in 2020. Priorities were assembled into eleven workstreams representing foundations for promoting capability, building cybersecurity maturity, and reinforcing sectoral responses to increasingly sophisticated cyberthreats. The workstreams, incorporating 52 services and support for UFIT cybersecurity priorities, are:

- |                         |                                       |
|-------------------------|---------------------------------------|
| 1. Cyber analysis       | 7. Joint incident management protocol |
| 2. AHECS repository     | 8. AHECS and partner presentations    |
| 3. Good practice guides | 9. AHECS registry                     |
| 4. Thought leadership   | 10. Penetration testing service       |
| 5. Training services    | 11. AHECS cybersecurity events        |
| 6. Threat model         |                                       |

## AHECS PARTNERS

Five organisations form the AHECS partnership, and participate in governance arrangements.



# FOUR NATION CYBERSECURITY VIRTUAL STUDY TOUR

Cyber risk in higher education and research is increasingly diverse. Cybercrime holds potentially severe implications for privacy, research data, commercial undertakings, and institutional reputations. COVID19 complicated this risk environment: students, staff, and external collaborators working and studying from home depended heavily on digital platforms, and spent more time using them, with students in particular using their own devices.

This stark operating context backdropped the inaugural Four-Nation Cybersecurity Virtual Study Tour. Held via weekly online sessions from 20 October to 1 December, 2020, the Tour was a joint venture of:



The Study Tour attracted 21 registrations – senior staff with cybersecurity responsibilities from 21 institutions in Australia, New Zealand, South Africa, and the UK.

## TOUR THEMES AND SESSIONS

### *Optimising structure for success*

Adapting IT to the COVID19 rollercoaster – supporting students, cybersecurity, COVID19 operational challenges

#### **Kevin Braim**

Director – IT Service Delivery, University of Surrey, United Kingdom

University of Pretoria's journey towards cybersecurity maturity in the face of increasing cyberattacks on educational institutions and stricter privacy regulations

#### **Mr Xolani Hadebe and team**

Executive IT Director, University of Pretoria, South Africa

Ensuring cybersecurity is well-planned and implemented to keep pace with rapid change, and perfect storms like COVID19

#### **Mervyn Christoffels**

Executive Director – ICT Systems and Operations, University South Africa, South Africa

Reviewing University of Auckland's far-reaching organisational change – from 11 technology functions to one, prioritising cybersecurity and governance

#### **Jason Mangan**

Chief Technology Officer, The University of Auckland, New Zealand

#### **James Harper**

Chief Information Security Officer

### *Making the case for investment*

Findings from simulated attack exercises helped optimise risk reduction spending, based on understanding cybercrime's evolution

#### **Mick Jenkins MBE**

Chief Information Security Officer, Brunel University, United Kingdom

The Australian National University's response to a breach in 2019, including increased focus on cybersecurity, internally and across the sector

#### **Suthagar Seevaratnam**

Chief Information Security Officer, The Australian National University, Australia

**Special thanks to the Study Tour Organising Committee, involving input from ASAUDIT, ucisa, KHIPU (Study Tour sponsor), and CAUDIT represented by:**

- **Anne Kealley – CEO**
- **Greg Sawyer – Director Cybersecurity Program**
- **Chelsea Cannedy – Events Manager**

Study Tour sponsor:



# PROFESSIONAL DEVELOPMENT PROGRAM

The Professional Development Program encompasses the CAUDIT Leadership Institute, CAUDIT Managers Program and the CAUDIT Short Course Program. As COVID19 impacts unfolded, so did the Short Course Program which launched early in 2020.

The nine-dimension capability framework below was developed as a basis for developing a core set of foundation, business, and technical skills.

PROFESSIONAL DEVELOPMENT FRAMEWORK - CAPABILITY SHORT COURSES		
Personal Dimension (know yourself)	Resource Management Dimension	Master Data Management Dimension
Master Communication Dimension	Core Competecies	Security Dimension
Engagment Dimension	Sector Fundamentals	Technical Dimension

The framework's advent was timely: COVID19 and its many implications for ITC in higher education and research surfaced in February 2020. The framework was a key reference point for a survey of CAUDIT members which identified professional development priorities.

The Professional Development Program quickly achieved recognition for tightly designed, online learning across diverse skill development areas. From May to December 2020, 10 short courses were offered across 21 scheduled sessions to 517 short course participants. They were empowered to contribute meaningfully to institutional goals, and built valuable professional networks across the sector.

Short courses focused on immediate needs. Emphasising peer learning, they ranged from 'Instilling a Service Mindset' to 'Listen and Speak under Pressure.' Ian Palmer, CAUDIT Member Representative for UTS:Insearch facilitated at no cost all four sessions of 'Crafting Successful Business Cases.'

When budgets are constrained, all expenditure comes under scrutiny, including professional development. Yet it is ITC professionals with contemporary capabilities who solve information problems, and deliver services to match user needs and business imperatives. The new CAUDIT Short Course Program delivered at low or no cost learning opportunities that addressed pressing capability demands: of 517 short course registrations in 2020, only 156 required fee payment. This represents substantial savings for CAUDIT members, yet maximises value from professional development.

(The CAUDIT Professional Development Program was referred to in CAUDIT's 2019 Annual Report as the CAUDIT Staff Development Academy.)

# STRATEGIC PROCUREMENT

**In 1993, an agreement was established by Monash University between Microsoft and the sector, and the CAUDIT Microsoft Agreement was born. The Microsoft agreement has been renewed nine times since - it is CAUDIT's longest-standing vendor relationship.**

This agreement, and the others that have followed, provided a framework for consolidating demand, standardising contracts, and working with vendors to secure valued outcomes for CAUDIT members.

In 2020, CAUDIT reached out to the vendor community in an Open Letter. It asked for assistance as CAUDIT members struggled with budget constraints and a multitude of changes in the wake of the COVID19 pandemic. Many vendors responded, helping the sector shift priorities rapidly, and extend licenses to students studying at home and staff working away from the office.

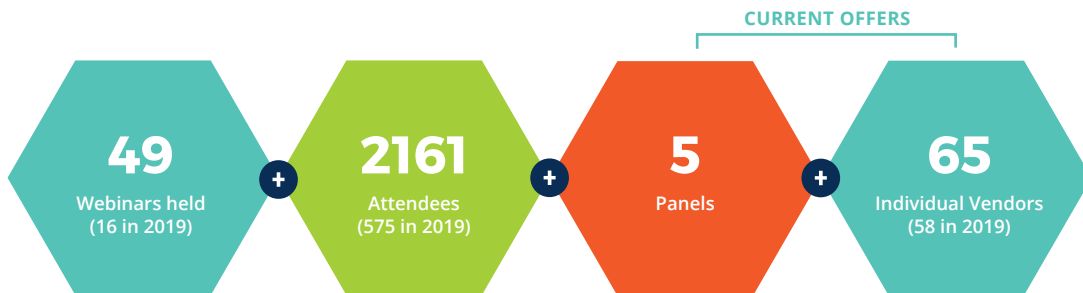
The swift shift to online engagement saw a massive increase during 2020 in CAUDIT procurement webinars for members (49, up from 16 in 2019), and in webinar attendees (2,161, up from 575).

Activities that normally attract sponsorship moved online. Vendors moved with CAUDIT, supporting our virtual Member Meetings, CAUDIT Awards, and the inaugural AHECS Cybersecurity Summit.

The pandemic saw changes to projects, priorities, and work in general. Across CAUDIT and the membership, normal procurement priorities gave way to other activities.

The biennial Procurement Priorities Survey was conducted from July through to September, with feedback directly collected from members. A member-wide survey determined the final priority of vendors, activities, and supporting work for subsequent procurement activities. The Strategic Procurement Committee (which has oversight of CAUDIT's procurement priorities) is using these data, along with other guidance from members, to focus on identifying immediate and strategic procurement priorities.

CAUDIT's Executive Committee has endorsed increased procurement resources for 2021, enabling an expanded number of priorities to be advanced. This - in addition to engagement with the University Procurement Hub and Higher Education Services - ensures CAUDIT's Strategic Procurement portfolio continues to provide exceptional value to the sector.



## MAJOR VENDORS





## Open Letter to University IT Suppliers

The impact of COVID-19 is being felt across the entire world economy.

Many of our vendors have supported the Higher Education community by granting free licenses and working hard alongside us to adjust to new ways of teaching as social distancing measures became more common. This assistance was greatly appreciated and allowed us to start the transition to a 'new normal.'

We are now seeking your assistance and consideration as the financial implications of the situation become clearer.

University revenues have been hit hard by COVID-19. Universities Australia conservatively estimates a revenue loss of between \$3.0B and \$4.6B in 2020. Kearney Consulting have provided a less optimistic position—a decline in domestic students of between 15-20%, international students 30-50%—resulting in a reduction of \$7B-\$9B.

The ongoing reduction in revenue is estimated to be approximately 20% with recovery taking until at least 2024.

Universities have reacted swiftly; cancelling projects, releasing contractors, reducing casual staff numbers, reducing pay (at some institutions) and considering redundancies. Universities Australia anticipates a loss of around 21,000 full-time equivalent positions across the sector in 2020.

Before the crisis, costs were already increasing more rapidly than revenue.

Universities are reviewing their positions and contracts, and have asked CAUDIT to do the same on their behalf. We are looking for true partners to help universities through this crisis and asking our IT vendors to assist—to help reduce our operational costs, to offer direct price relief and to contribute in any other way that may be possible.

Consideration of our situation would be appreciated.



**Steve Johnston**  
Director, Strategic Procurement  
[steve.johnston@caudit.edu.au](mailto:steve.johnston@caudit.edu.au)  
+61 419 909 677

# COMMUNITIES OF PRACTICE

During 2020, CAUDIT's twelve Communities of Practice (CoPs) and Special Interest Groups (SIGs) had more than 1450 signed up members. This extensive of engagement reflects the flexibility and focus CoPs and SIGs offer ITC professionals across CAUDIT Member institutions.

CoPs and SIGs are sites for distributed problem-solving. They optimise the value of active, sector-wide professional and personal networks. As ITC impacts of COVID19 branched and multiplied in 2020, CoPs and SIGs provided adaptive, integrative avenues for interrogating the impacts and devising responses.

CoPs and SIGs are sites for powerful learning. They provide practical, hands-on, diverse professional development. Sector-wide collaboration and corroboration enables participants to establish strategic overviews of challenges and opportunities in their fields, informed by other practitioners' broad perspectives.

The annual report highlights three CAUDIT CoPs and SIGs in action. The Cybersecurity CoP has a contributed significantly to priorities of the Australian Higher Education Cybersecurity Service (page 18). The Student Data SIG is a gateway to sectoral engagement in the Australian federal government's project on Transforming the Collection of Student Information (page 26). The Enterprise Architecture CoP undertook an extensive collaborative revision of CAUDIT's HE Enterprise Architecture Reference Models, resulting in release of version 2.50 in November 2020.

-  **Business Analysis**
-  **Cybersecurity**
-  **DevOps**
-  **Enterprise Architecture**
-  **Identity and Access Management**
-  **Information Management & Analytics**
-  **Library IT**
-  **P3M (Portfolio, Program and Project Management)**
-  **Research Support**
-  **University Software Licensing Community (USLC)**
-  **CAUDIT Associate Directors Network**
-  **CAUDIT Managers Network**
-  **Student Data Special Interest Group**



## HIGHER EDUCATION EA REFERENCE MODEL - V2.50

**October 2020 marked a substantial achievement for CAUDIT and the Enterprise Architecture Community of Practice: the release of HERM v2.5.0.**

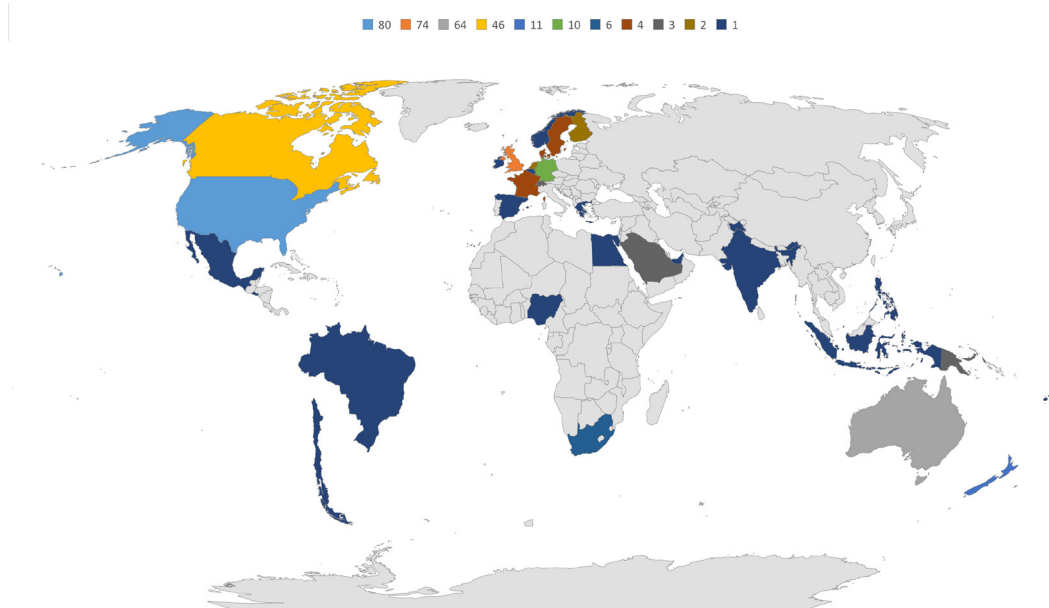
CAUDIT’s Higher Education Enterprise Architecture Reference Model (HERM) v2.5.0 was diligently constructed over 18 months. It is the product of 1200 hours of dedicated time and generous sharing of expertise by six people from six CAUDIT member institutions:

- Karen Modena, La Trobe University
- Nigel Foxwell, James Cook University
- Sasenka Abeysooriya, The University of Queensland
- Paul Tasker, Queensland University of Technology
- Alan Dent, Auckland University of Technology
- Jeff Kennedy, The University of Auckland

Karen Modena and Nigel Foxwell are co-chairs of CAUDIT’s Enterprise Architecture COP whose members were consulted regularly, providing the core group with encouragement and insights. HERM v2.5.0 represents a significant advance with a coordinated and consolidated refresh of the Data Reference Model and the Business Reference Model – HERM’s two key components.

By December 2020, access to the Higher Education Enterprise Architecture Reference Model (HERM) had been granted to 291 higher education providers. This suite of users ranges from 64 in Australia and 80 in the US, to one in Indonesia to six in South Africa. HERM v2.5.0 is a signal contribution to the global higher education community, supporting strategic business and technology planning.

**Distribution of CAUDIT HE EA Reference Models**





# PROJECT UPDATE ON TRANSFORMING THE COLLECTION OF STUDENT INFORMATION

Transforming the Collection of Student Information (or 'taxi') is a project introducing major changes to Australia's national student reporting system. Through TCSI, government agencies are devising a system to replace HEPCAT (Higher Education Provider Client Assistance Tool) and CART (Centrelink Academic Reassessment Transformation), addressing these systems' longstanding deficiencies.

## BENEFITS OF COLLABORATION BY CAUDIT MEMBERS

CAUDIT's Special Interest Group (SIG) on Student Data maintained close engagement with TCSI for CAUDIT member staff with student data reporting responsibilities, including those managing relevant institutional systems. SIG participants from 30 Australian institutions, and three affiliated organisations, met monthly in 2020 – 30-60 participants attended, depending on each meeting's focus.

This practitioner community provided a trusted forum for assessing TCSI impacts. SIG participants delineated issues of concern or uncertainty, collaboratively appraised implementation challenges, and cooperatively shared knowledge and experience. Supported by Greg Sawyer, CAUDIT's Cybersecurity Program Director, in 2020 the SIG facilitated four webinars, enabling participants to

connect with TCSI project team members from the Department of Education, Skills and Employment, and Services Australia. These opportunities assisted CAUDIT member institutions to navigate proposed changes, processes, and government requirements. SIG webinars supplemented those arranged by government agencies.

TCSI offers a substantial technical solution. It matters to get it right and be ready. Proposed for launch across the sector during 2020, COVID19's effects on Australian higher education providers meant amending institutional priorities and assigning available IT resources to pressing demands. Via the SIG, in mid-2020 CAUDIT surveyed Member institutions about COVID19's influence on their capacity to meet TCSI timelines. Survey outcomes, and other higher education sector input, informed modified timelines, with early adopters taking TCSI live from December 2020, and all institutions transitioning by 31 March 2021.

## BENEFITS OF TCSI

Participants in CAUDIT's Special Interest Group on Student Data collaboratively ensured CAUDIT members could implement the TCSI solution. The SIG was instrumental in realising TCSI's gains. For CAUDIT members, gains include a simpler, easier-to-use system that improves data management. Students gain faster, more accurate claims processing.

**In 2003, the CAUDIT Benchmarking Program was established to simplify and expedite sharing of ideas, experiences, and best practice among members. Benchmarking on annual basis supports individual member institutions to calibrate their IT performance according to their distinctive strategic and operating contexts. Annual benchmarking also ensures there is trusted, well defined reference point for IT performance across the higher education and research sector.**

CAUDIT's Benchmarking Advisory Committee (BMAC) provides rigorous guidance about the Benchmarking Program and data collection, including quality control, security, and constituent elements of the collection. In 2020, BMAC reviewed and endorsed incorporation of two new primary systems into the Benchmarking data collection: Curriculum Management, and Travel Management.

Data collection for 2020 was affected by COVID19 impacts on CAUDIT members. The six-week data collection window was extended beyond 5 June 2020 to enable a number of members to finalise submission of data. In 2020, 39 Australian and eight New Zealand university members contributed data, as did CSIRO and new member, The College of Law.

As a cost containment measure, BMAC's Chair and the President of CAUDIT agreed that bound hard copies of the 2020 CAUDIT Benchmarking Report would not be printed and distributed in 2020. The report was made available online, subject as always to strict access controls which reinforce confidentiality and limit distribution to participating members. In late 2019, CAUDIT introduced the Benchmarking Online Data Access Service which allows members to customise benchmarking data analysis and reporting. This interactive analysis service remained active throughout 2020 with the CAUDIT Complexity Index continuing to be a key element facilitating member benchmarking.

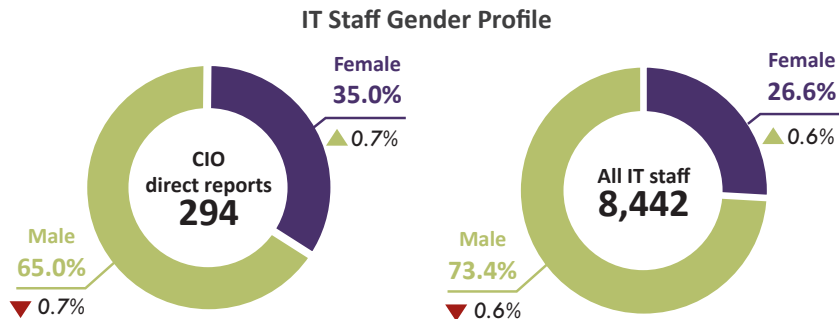
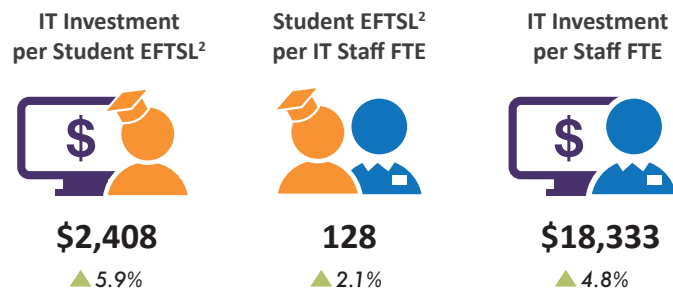
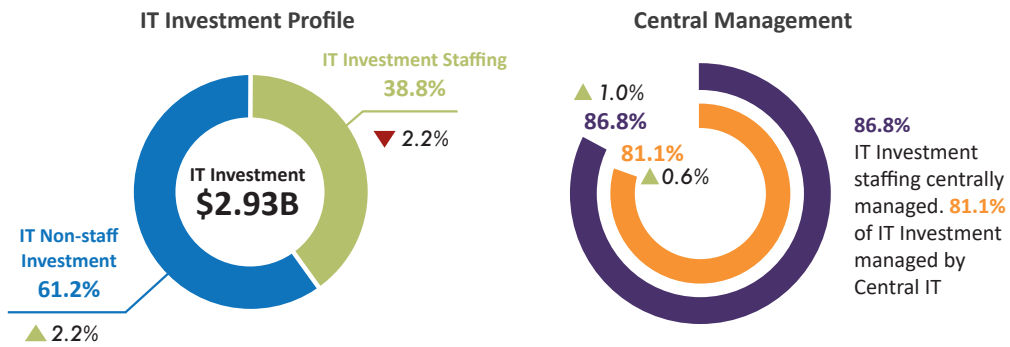
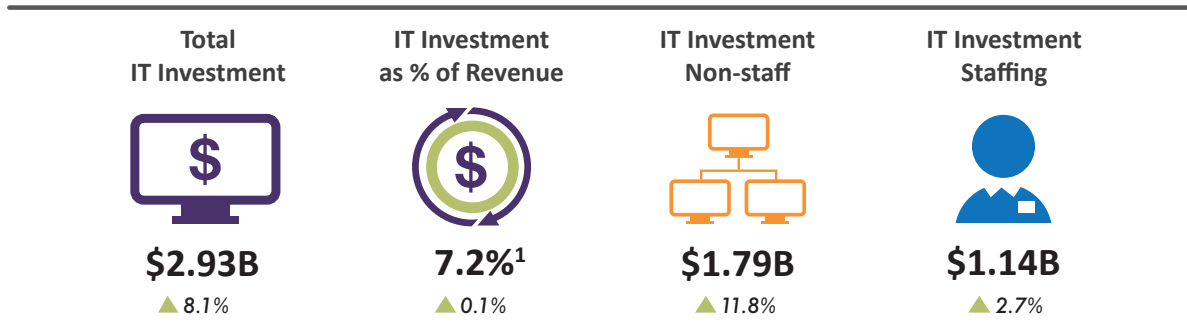
## **2019 BENCHMARKING DATA SNAPSHOT**

Benchmarking data collection, analysis and reporting is based on data for the previous full year. Consequently, the 2020 CAUDIT Benchmarking Report presents data for 2019.

The infographic on the following page offers an overview of data reported for 2019. Key data points include:

- Total investment in IT in 2019 increased 8.1% over 2018, with share of sector revenue relatively unchanged at 7.2%
- IT investment per student EFTSL in 2019 increased 5.9% compared to 2019
- Compared to 2018, gender balance in IT teams in 2019 improved 0.6% to 26.6% female

## UNIVERSITY SECTOR 2019 SNAPSHOT



Use and distribution of this document is permitted under the Creative Commons Attribution NonCommercial ShareAlike 4.0 International Licence with exception to editing and design which is licensed only to The Council of Australasian University Directors of Information Technology Incorporated.

1. 2019 Revenue sourced from published 2019 Annual Reports; to be updated on release of official data.
2. With official Australian 2019 Student Load not released until December 2020, used 2018 values; to be updated on release of official data.



# CHALLENGE

---

Higher education and research institutions constantly scrutinise ICT boundaries for potential enhancements to teaching, learning, research, administration, and engagement. During 2020, those boundaries were pushed wide, quickly and forcefully. Yet challenges for improved digital capability are present every year, in every higher education and research context.

CAUDIT supports members to meet challenges. Each year CAUDIT members acquire a renewed strategic asset through CAUDIT's Top Ten Topics.

This helps members formulate foresight and options to inform discussion and decision making, from board and executive levels through to all members of their ICT teams.

Top Ten Topics are identified by a working group and ranked by CIOs of CAUDIT member institutions. CAUDIT maintains the structured means for their collaboration, but it is they who define the topics, and support each other to appraise feasible responses.



## CAUDIT'S TOP TEN TOPICS FOR 2020

---

The annual Top Ten Topics report presents the most significant technology-related topics for higher education in Australia and New Zealand. The topic ranking emerges from analysis of survey returns from CAUDIT Member Representatives. The survey is modified each year to incorporate the changing profile of technology-related priorities across the sector.

The 2020 Top Ten Topics survey was conducted just as COVID19 began to exert its influence on day-to-day operations of CAUDIT members. The 2020 report, released at CAUDIT's online Autumn Members Meeting in May, was the 15th in the annual series. Like its predecessors, the 2020 report is intended to speak to the wider university community – to university executives, leaders of teaching and learning functions and information services specialists, professional staff in financial services and student advisors alike. Importantly, the report stands as reference for vendors wishing to engage with the sector. The report seeks to challenge business-as-usual thinking and to promote focused discussion about institutional priorities for information services.

The 2020 Top Ten Topics are listed on page (31). It is notable that the three top-ranked topics in 2020 were also the top three in 2018 and 2019:

- **Information Security ranked first in 2020 – it was second in the two previous years**
- **Supporting Student Success ranked second in 2020, down from first in 2018 and 2019**
- **Business Transformation ranked third in each year**

### 2020 TOP TEN WORKING PARTY MEMBERS

Each year CAUDIT convenes a Top Ten Working Party which is closely involved in selecting topics included in survey, and in data analysis. CAUDIT is grateful for the willingness of the 2020 Working Party members to share their insights and expertise:

- **Nicole Fishers** – Associate Director, Digital Business Services, and Deputy CIO, Flinders University
- **Stuart Hildyard** – Chief Technology Officer, ICT, La Trobe University
- **Louise Howard** – Director, IT Infrastructure & Cloud, Griffith University
- **Justin Richardson** – Associate Director, IT Services, The University of Auckland
- **Peter Seddon** – Associate Director of Strategy and Architecture, The University of Western Australia

**EXPANDED EXPLANATION FOR TOPICS RANKED 1-10 IN 2020**

In 2020, the Top Ten topics were grouped under three themes.



Theme	Topic and Ranking	Expanded explanation of topic
Strategic Direction	#4 Strategy	Aligning IT with the organisation’s pillar strategies to ensure its future in a digitalised world
	#5 Delivering Services	Embedding agility, scalability and cost effectiveness across activity to deliver value to students and staff
	#8 Cultural Change	Changing organisation culture to prompt new ways of working
	#10 Sustainability	Developing ICT funding models sustaining core services, supporting innovation, and facilitating growth in the context of increasing demand and limited resources
Digital Agenda	#1 Information Security	Embedding an Information Security approach to enable organisational outcomes
	#6 Data Enabled Institution	Enabling strategic decision making through the application of tools such as Artificial Intelligence and Machine Learning
	#7 Digital Integrations	Leveraging enterprise architecture frameworks to facilitate smooth integration of data, systems and services
Transformation	#2 Supporting Student Success	Improving student outcomes through the strategic alignment of technology
	#3 Business Transformation	Positioning ICT as a catalyst to support the transformation of education and research, along with transforming the institution’s business functions
	#9 Research Support	Providing a sustainable research support model servicing the needs of all researchers



# GOVERNANCE

---

**CAUDIT's purpose is to support each other in leading the application of digital capabilities to transform education and research. CAUDIT's governance structure and processes are transparently designed to advance and safeguard that purpose.**

Member Representatives from CAUDIT's 63 member institutions participate in an annual election cycle to elect CAUDIT's Executive Committee. The Executive Committee establishes and reviews the charters for CAUDIT's Committees, Working Groups, and Communities of Practice, each of which is member-driven.

During 2020, ITC professionals from CAUDIT member institutions contributed expertise, time, and care to CAUDIT's governance and outcomes. This section of the Annual Report records and acknowledges their engagement. Also recorded here are participants in the 2020 CAUDIT Managers Program, and the 2020 CAUDIT Leadership Series – programs that fast-track the professional formation of many future CAUDIT leaders.



# 2020 CAUDIT EXECUTIVE COMMITTEE

At December 2020, CAUDIT's Executive Committee membership was as follows.



**WARWICK CALKIN**  
Chief Digital and Information Officer,  
University IT University of Western  
Australia  
**VICE PRESIDENT**  
From 9 November 2020



**GINA WHITE**  
Director, Technology Services  
Southern Cross University  
**PRESIDENT**  
From 2 May 2019



**ROY PIDGEON**  
Deputy Vice-President, Digital Services  
Central Queensland University  
**TREASURER**  
From 20 August 2020



**KERRY HOLLING**  
Chief Information and Digital Officer  
Western Sydney University  
**SECRETARY AND PUBLIC OFFICER**  
Secretary from 7 May 2016  
Public Officer from 14 June 2017



**VITO FORTE**  
Director, Digital and Campus Services  
and CIO  
Edith Cowan University  
**ORDINARY MEMBER**  
From 9 November 2020



**NIRANJAN PRABHU**  
Chief Information Officer and Director of IT  
Australian Catholic University  
**PAST PRESIDENT**  
From 3 May 2017



**EION HALL**  
Chief Information Officer  
University of Waikato  
**NZ REPRESENTATIVE**  
From 20th May 2017



**SCOTT SORLEY**  
Executive Director, ICT Services,  
University of Southern Queensland  
**TREASURER**  
From April 2018 to July 2020



**KERRIE CAMPBELL**  
Chief Information Officer  
Flinders University  
**VICE PRESIDENT**  
From May 2019 to October 2020

The Executive Committee and CAUDIT members note with admiration the remarkable achievement of Kerrie Campbell, who was South Australian winner of the 2020 Telstra Business Women's Award, in addition to taking first place in the Award Category of Public Sector & Academia.

# GOVERNANCE

---

## 2020 CAUDIT ANNUAL GENERAL MEETING

**CAUDIT's Annual General Meeting (AGM) was conducted online at 1.00pm on Wednesday, 29 July 2020.**

The meeting unanimously confirmed minutes of the 2019 Annual General Meeting, the CAUDIT 2019 Financial Report, and the 2019 Auditor's Report prepared by Bandle McAneney & Co.

The AGM received a report on CAUDIT's response in supporting CAUDIT members to manage the significant implications of COVID19 for the higher education and research sectors, and noted that ITC functions were central to effectively managing those implications. The AGM was informed of changes to CAUDIT's 2020 Business Plan that enabled CAUDIT to prioritise activity and expenditure in ways that maximised essential outcomes for CAUDIT members.

The AGM was informed that a call for nominations to the positions of President and Treasurer was issued prior to the AGM, in accordance with CAUDIT's constitution.

One nomination was received for the position of President. CAUDIT's Constitution provides that in the event one nomination is received for a vacant position, the nominee is declared elected. Consequently, Gina White, Member Representative for Southern Cross University, was declared elected.

As no nominations were received for the position of Treasurer, the position was unfilled at the AGM. The AGM was informed that a further round of nominations would be opened for the vacant position of Treasurer.

CAUDIT's public policy documents are available via CAUDIT's website [here](#).  
View the CAUDIT's Constitution [here](#).

## GENERAL MEETING NOT REQUIRED IN 2020

CAUDIT General Meetings are commonly held late each year. Their usual business is to vote on applications for CAUDIT membership, and to vote on changes to CAUDIT membership fees. As no membership applications or membership fee changes required consideration in 2020, the Executive Committee determined not to conduct a General Meeting.

## 2020 CAUDIT EXECUTIVE COMMITTEE MEETINGS

CAUDIT's Executive Committee convened on six occasions during 2020. All meetings achieved a quorum and were held online. Meeting dates were:

- Wednesday, 19 February 2020
- Friday, 3 April 2020
- Wednesday, 10 June 2020
- Tuesday, 25 August 2020
- Tuesday, 20 October 2020
- Tuesday, 1 December 2020

### *Cyclic policy review*

CAUDIT's Executive Committee regularly reconsiders all CAUDIT policies. Policy reviews concluded during 2020 were:

- Delegations Policy
- Conflict of Interest Policy
- Standing Travel Authorities Policy
- Travel Policy
- Supporting Communities of Practice Policy
- CAUDIT Representation Policy
- Meritorious Awards Policy
- Corporate Credit Card Policy and Procedures
- Refund Policy
- Leave Management Policy

# 2020 FINANCIAL OVERVIEW

**Independent auditors, Bandle McAneney & Co, confirmed CAUDIT’s financial systems and internal controls are well managed with appropriate separation of responsibilities.**

In 2019, Member Representatives voted to increase 2020 membership fees by 2.0%. The Executive Committee planned to draw on Reserves to fund investment in two key member priorities for 2020: the cybersecurity initiative, and professional development short courses.

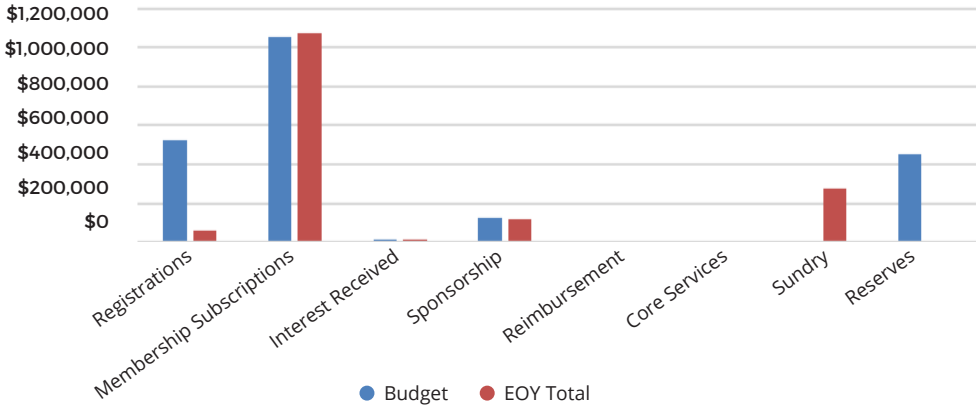
Early in 2020 it became evident CAUDIT could not hold planned face-to-face activities due to COVID-related restrictions. Many institutions prohibited professional development and travel expenditure. Hence, CAUDIT’s Members Meetings and other activities converted to online modes. Throughout 2020, CAUDIT provided networking and development opportunities to members; however, registration and sponsorship revenue reduced drastically.

Measures taken to address envisaged financial shortfalls, including those shown opposite, were stunningly successful.

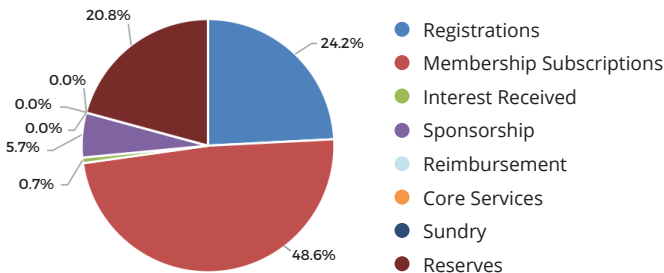
Membership fees accounted for 69.5% of total CAUDIT funds available for 2020.

The charts on pages 35-36 show End of Year versus Budget income and expenditure for all activities.

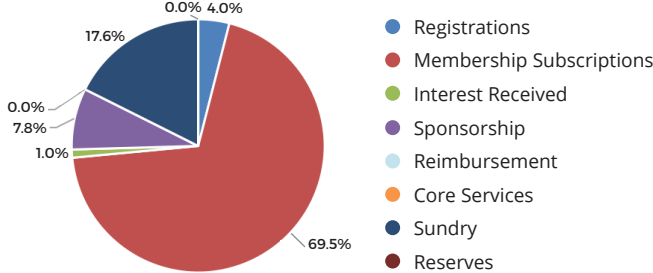
### 2020 INCOME



### % BUDGET INCOME (\$2.176M)



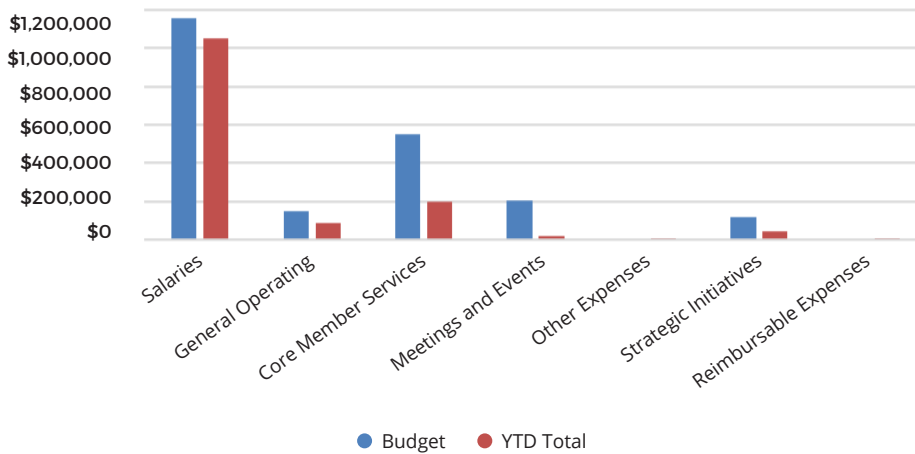
### % EOY INCOME (\$1.549M)



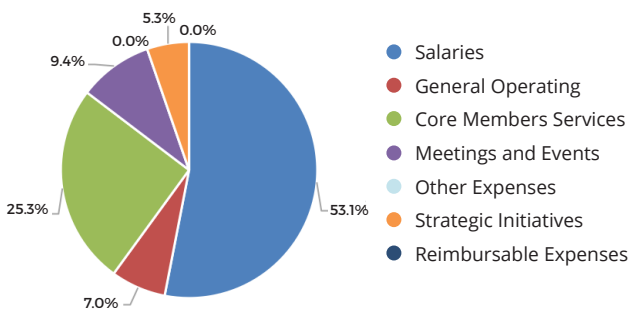


# 2020 FINANCIAL OVERVIEW CONTINUED

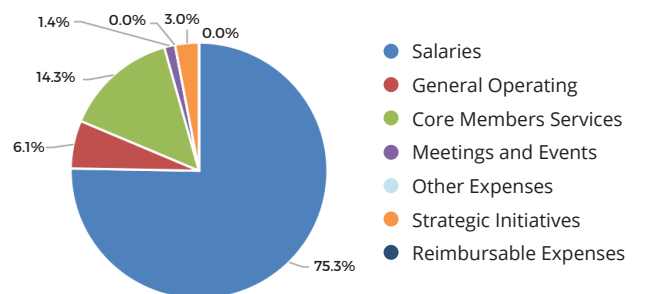
## 2020 EXPENDITURE



### % BUDGET EXPENDITURE (\$2.176M)



### % EOY EXPENDITURE (\$1.425M)



# THE FINANCIAL CHALLENGE OF COVID

---

## DELIVERING VALUE TO MEMBERS, AND CONTAINING COSTS

The measures shown below are among those instigated to contain CAUDIT's expenditures during 2020, while continuing to emphasise quality support and service to members.

### Revenue

- successfully applied for JobKeeper Allowance and GST credits
- secured added event sponsorship (AHECS Summit; Cybersecurity Study Tour)
- sub-leased an office in CAUDIT's Canberra office.

### Expenditure

Expenditure that could be avoided, while still supporting members, was avoided:

- Governance – no face-to-face Executive Committee, BMAC, or SPC meetings – no Executive or staff travel after 16 March
- Benchmarking Report in online format only
- Professional Development Program
  - CLI cancelled (though Planning Session held early in 2020)
  - CMP transferred online
  - Short Courses implemented online – low or no fee
- Events:
  - Members Meetings held online – sourced, tested, improved new tool for these
  - THETA conference deferred to 2022
  - Study Tour, and AHECS Summit, conducted online
- AHECS website created in-house in staff member's own time
- Approved Communications role only partly filled
- Limited staff professional development – no non-procurement legal costs incurred – design work deferred or undertaken in-house
- Scheduled equipment upgrades deferred

# CAUDIT MEMBERS AND REPRESENTATIVES

---

## NATIONAL



**AUSTRALIAN CATHOLIC UNIVERSITY**

**Niranjan Prabhu**  
Director, Information Technology



**AUSTRALIAN INSTITUTE OF MARINE SCIENCE**

**James Smith**  
Manager, ICT Services



**AUSTRALIAN NUCLEAR SCIENCE AND TECHNOLOGY ORGANISATION (ANSTO)**

**Marianne Morton**  
Chief Information Digital Officer



**CSIRO**

**Brendan Dalton**  
Chief Information Officer



**DEFENCE SCIENCE AND TECHNOLOGY GROUP**

**Peter Lambert**  
Chief, Research Services Division



**ENGINEERS AUSTRALIA**

**Andrew Sinclair**  
National Manager, ICT



**GARVAN INSTITUTE OF MEDICAL RESEARCH**

**Esteve Mayolas**  
Head, Information Technology



**GEOSCIENCE AUSTRALIA**

**Tanya Whiteway**  
Chief Scientific Information Officer



**OPEN UNIVERSITIES AUSTRALIA**

**Siebert Lubbe**  
Chief Engineer, Software Engineering



**THE UNIVERSITY OF NOTRE DAME AUSTRALIA**

**Darryl Kefford**  
Chief Information Technology Officer

## AUSTRALIAN CAPITAL TERRITORY



**THE AUSTRALIAN NATIONAL UNIVERSITY**

**Helen Duke**  
Deputy Chief Information Officer (Interim)



**UNIVERSITY OF CANBERRA**

**David Formica**  
Chief Digital Information Officer



**UNSW CANBERRA - AUSTRALIAN DEFENCE FORCE ACADEMY**

**Newton Braga**  
Head of Information & Communication Technology

# CAUDIT MEMBERS AND REPRESENTATIVES CONTINUED

---

## NEW SOUTH WALES



**CHARLES STURT UNIVERSITY**  
**Rick Vosila**  
 Acting Executive Director, Division of Information Technology



**MACQUARIE UNIVERSITY**  
**Tim Hume**  
 Chief Information Officer



**SOUTHERN CROSS UNIVERSITY**  
**Gina White**  
 Director, Technology Services



**THE COLLEGE OF LAW**  
**Andrew Cooper**  
 Director, Technology & Information Systems



**THE UNIVERSITY OF NEW ENGLAND**  
**Angie Hendrick**  
 Chief Information Officer



**THE UNIVERSITY OF NEWCASTLE**  
**Anthony Molinia**  
 Chief Information Officer



**THE UNIVERSITY OF SYDNEY**  
**Trevor Woods**  
 Chief Information Officer



**UNIVERSITY OF TECHNOLOGY, SYDNEY**  
**David O'Connor**  
 Acting Chief Information Officer



**UNIVERSITY OF WOLLONGONG**  
**Fiona Rankin**  
 Director, Information Management & Technology Services



**UNSW SYDNEY**  
**Mark Griffith**  
 Director, Customer Service Delivery, UNSW IT



**UTS:INSEARCH**  
**Ian Palmer**  
 Head, Information Technology & Digital Services



**WESTERN SYDNEY UNIVERSITY**  
**Kerry Holling**  
 Chief Information and Digital Officer

## NORTHERN TERRITORY



**CHARLES DARWIN UNIVERSITY**  
**Pat Gauld**  
 CIO and Director, Information Technology and Management Support

# CAUDIT MEMBERS AND REPRESENTATIVES CONTINUED

---

## QUEENSLAND



**BOND UNIVERSITY**

**Marlon Sayer**  
Director, Information  
Technology Services



**CENTRAL QUEENSLAND  
UNIVERSITY**

**Roy Pidgeon**  
Deputy Vice-President, Digital  
Services



**GRIFFITH UNIVERSITY**

**Mandy Ross**  
Chief Digital Officer



**JAMES COOK UNIVERSITY**

**Jonathan Churchill**  
Chief Digital Officer



**QUEENSLAND UNIVERSITY OF  
TECHNOLOGY**

**Huw Davies**  
Chief Information Officer



**THE UNIVERSITY OF QUEENSLAND**

**Rob Moffatt AM**  
Chief Information Officer



**UNIVERSITY OF SOUTHERN  
QUEENSLAND**

**Scott Sorley**  
Executive Director, ICT Services



**UNIVERSITY OF THE  
SUNSHINE COAST**

**Andrei Clewett**  
Director, ICT Solutions

## SOUTH AUSTRALIA



**FLINDERS UNIVERSITY**

**Luke Havelberg**  
Interim Chief Information  
Officer



**THE UNIVERSITY OF ADELAIDE**

**Bev Wright**  
Chief Information Officer



**UNIVERSITY OF SOUTH  
AUSTRALIA**

**Paul Sherlock**  
Chief Information Officer (Library  
and Information Technology)

## TASMANIA



**UNIVERSITY OF TASMANIA**

**Adrian Dillon**  
Chief Information Officer



# CAUDIT MEMBERS AND REPRESENTATIVES CONTINUED

---

## VICTORIA



**DEAKIN UNIVERSITY**

**William Confalonieri**  
Chief Digital Officer



**FEDERATION UNIVERSITY AUSTRALIA**

**Sahar Ujil**  
Director, Information Technology Services



**LA TROBE UNIVERSITY**

**Stuart Hildyard**  
Chief Information Officer



**MONASH UNIVERSITY**

**Teresa Finlayson**  
Chief Information Officer



**RMIT UNIVERSITY**

**Sinan Erbay**  
Acting Chief Information Officer



**SWINBURNE UNIVERSITY OF TECHNOLOGY**

**Sean Elwick**  
Chief Information Officer



**THE UNIVERSITY OF MELBOURNE**

**Byron Collins**  
Executive Director, Business Services and Chief Technology Officer



**VICTORIA UNIVERSITY**

**Zoran Sugarevski**  
Executive Director, Information Technology Services

## WESTERN AUSTRALIA



**CURTIN UNIVERSITY**

**Jason Cowie**  
Chief Information Officer



**EDITH COWAN UNIVERSITY**

**Vito Forte**  
Director, Digital and Campus Services and CIO



**MURDOCH UNIVERSITY**

**Michael Grant**  
Director, Information Technology Services



**THE UNIVERSITY OF WESTERN AUSTRALIA**

**Warwick Calkin**  
Chief Digital & Information Officer

## FIJI



**FIJI NATIONAL UNIVERSITY**

**Tiko Domonakibau**  
Director, ICT



**UNIVERSITY OF THE SOUTH PACIFIC**

**Kisione Finau**  
Director, Information Technology Services

# CAUDIT MEMBERS AND REPRESENTATIVES CONTINUED

---

## NEW ZEALAND



**AUCKLAND UNIVERSITY OF TECHNOLOGY**  
**Abby Dowd**  
Acting Chief Information Officer



**LINCOLN UNIVERSITY**  
**Fiona Taylor**  
Director, Information Technology Services



**MASSEY UNIVERSITY**  
**Elizabeth Valentine**  
Chief Information Officer



**THE UNIVERSITY OF AUCKLAND**  
**Jason Mangan**  
Director, Information Technology Services



**UNIVERSITY OF CANTERBURY**  
**Michael Oulsnam**  
Chief Digital Officer



**UNIVERSITY OF OTAGO**  
**Mike Harte**  
Director, Information Technology Services



**UNIVERSITY OF WAIKATO**  
**Eion Hall**  
Chief Information Officer



**VICTORIA UNIVERSITY OF WELLINGTON**  
**Stuart Haselden**  
Director, Information Technology Services

## PAPUA NEW GUINEA



**DIVINE WORD UNIVERSITY**  
**Charith Silva**  
Director, ICT Services



**PNG UNIVERSITY OF TECHNOLOGY**  
**Bill Tomon**  
Acting Director, ICT Services



**UNIVERSITY OF PAPUA NEW GUINEA**  
**William Tapio**  
Director, Information Communication Technology Services



# CAUDIT COMMITTEES

## STRATEGIC PROCUREMENT COMMITTEE

<b>Vito Forte, Chair</b>	Director, Digital and Campus Services and CIO, Edith Cowan University
<b>Chris Anderson</b>	Manager, Technology Procurement, Queensland University of Technology
<b>Lisa Burley</b>	Associate Director, Procurement & Commercial Information Technology Services, RMIT University
<b>Mark Caldwell</b>	Procurement Category Specialist, University of Otago Chair, New Zealand Tertiary Technology Procurement Group (TTPG)
<b>Jonathon Churchill</b>	Chief Digital Officer, James Cook University
<b>Jeff Stafford</b>	Team Leader, Software Services, Griffith University
<b>Steve Johnston</b>	Director, Strategic Procurement, CAUDIT

## BENCHMARKING ADVISORY COMMITTEE

<b>Paul Sherlock</b>	Chief Information Officer (Library & Information Technology), University of South Australia
<b>Stef Batts-Cirilli</b>	Deputy Director, Customer Service Group, University of Canberra
<b>Pat Gould</b>	Director, Office of Information Technology Management & Support, Charles Darwin University
<b>Michael Grant</b>	Director, Information Technology, Murdoch University
<b>Christine McNess</b>	Acting Associate Director, Information Technology Governance, The University of Queensland
<b>Jeff Murray</b>	Deputy Director, Technology Platform & Infrastructure, Swinburne University
<b>Paul Sherran</b>	Associate Director, Information Technology Governance, The University of Queensland
<b>Tony Shih</b>	Finance & Business Manager-Technology, The University of Auckland
<b>Ann Walters</b>	Associate Director, Client Services, University of Newcastle
<b>Anne Kealley</b>	Chief Executive Officer, CAUDIT
<b>Stven Wojnarowski</b>	Director, Analytics and Strategic Initiatives, CAUDIT

# CAUDIT COMMITTEES CONTINUED

## AUTUMN MEMBERS MEETING PROGRAM COMMITTEE

<b>Chelsea Cannedy</b>	Manager, Events CAUDIT
<b>Anne Kealley</b>	Chief Executive Officer, CAUDIT

## SPRING MEMBERS MEETING PROGRAM COMMITTEE

<b>Niranjana Prabhu, Chair</b>	Chief Information Officer & Director, Information Technology Australian Catholic University
<b>Chelsea Cannedy</b>	Manager, Events, CAUDIT
<b>Semir Cerkic</b>	Events & Administration Support Officer, CAUDIT
<b>Adrian Dillon</b>	Chief Information Officer, University of Tasmania
<b>Craig Warren</b>	Deputy Chief Digital Officer, Deakin University
<b>Zoran Sugarevski</b>	Executive Director, Information Technology Services, Victoria University

## THETA ORGANISING COMMITTEE

<b>Vito Forte, Chair</b>	Director, Digital and Campus Services and CIO, Edith Cowan University
<b>Warwick Calkin</b>	Chief Information Officer, The University of Western Australia
<b>Chelsea Cannedy</b>	Manager, Events, CAUDIT
<b>Jason Cowie</b>	Chief Information Officer, Curtin University
<b>Michael Grant</b>	Director, Information Technology Services, Murdoch University
<b>Steve Johnston</b>	Director, Strategic Procurement, CAUDIT
<b>Anne Kealley</b>	CEO, CAUDIT
<b>Darryl Kefford</b>	Chief Information Technology Officer, Notre Dame University
<b>Anthony Wishart</b>	Associate Director, Solution Delivery & Operations, Murdoch University

# CAUDIT COMMITTEES CONTINUED

## AHECS COMMITTEES

### AHECS Executive Steering Committee

<b>Anne Kealley, Chair</b>	Chief Executive Officer, CAUDIT
<b>Jason Mangan</b>	Chief Technology Officer, The University of Auckland
<b>Karl Sellmann</b>	Deputy Director, ICT Infrastructure and Cyber Security, The University of South Australia
<b>Scott Sorley</b>	Executive Director, Information Technology Services University of Southern Queensland
<b>Craig Warren</b>	Deputy Chief Digital Officer, Deakin University
<b>David Stockdale</b>	Deputy Director, Information Technology Services The University of Queensland, and Director, AusCERT
<b>Dianna Taylor</b>	Chief Executive Officer, REANNZ
<b>David Wilde</b>	Chief Technical Officer, AARNet
<b>Neil Fenemor (backup)</b>	Manager, Technology and Architecture, REANNZ
<b>Angus Griffin (backup)</b>	Director, Customer Relations, AARNet
<b>Mike Holm (backup)</b>	Operations Manager, AusCERT
<b>Greg Sawyer</b>	Director, Cybersecurity Program, CAUDIT

### AHECS Operations Group

<b>Greg Sawyer, Chair</b>	Director, Cybersecurity Program, CAUDIT
<b>Bradley Beddoes</b>	Head of Technology, AAF
<b>Mark Brodsky</b>	Associate Director, Strategy & Program Delivery Australian Catholic University
<b>Neil Fenemor</b>	Manager, Technology and Architecture, REANNZ
<b>Mike Holm</b>	Operations Manager, AusCERT
<b>Fadi Jafari</b>	Information Security & Risk Manager, Deakin University
<b>Tim Lane</b>	Acting Senior Manager, Risk & Compliance, Griffith University
<b>Kerry Milestone</b>	Security Manager, REANNZ
<b>James Ng</b>	General Manager, Security & Operations, AARNet
<b>Dave O'Loan</b>	Cyber Security Specialist, Cyber Security Specialist, AARNet
<b>Niranjan Prabhu</b>	Chief Information Officer & Director, Information Technology Australian Catholic University
<b>Geoff Thonon</b>	Operations Manager, AusCERT

### AHECS Summit Organising Committee

<b>Chelsea Cannedy</b>	Manager, Events, CAUDIT
<b>Anne Kealley</b>	Chief Executive Officer, CAUDIT
<b>Greg Sawyer</b>	Director Cybersecurity Program, CAUDIT

# CAUDIT COMMITTEES CONTINUED

## AHECS Summit Program Committee

<b>Greg Sawyer (Chair)</b>	Director, Cybersecurity Program, CAUDIT
<b>Tony Aramze</b>	Chief Information Security Officer, RMIT University
<b>Peter Cooper</b>	Chief Information Security Officer, University of New South Wales, Sydney
<b>Peter Degotardi</b>	Manager, Cybersecurity, University of Technology Sydney
<b>Anne Kealley</b>	Chief Executive Officer, CAUDIT
<b>Mark Laffan</b>	Risk & Security Manager, Australian Catholic University
<b>Dan Maslin</b>	Chief Information Security Officer, Monash University
<b>Amy Starzynski Coddens</b>	Information Services Security Analyst, REN-ISAC (Research & Education Networks Information Sharing & Analysis Center)
<b>Rob Wiggan</b>	Chief Information Security Officer, Queensland University of Technology
<b>David Wilde</b>	Chief Technical Officer, AARNet

## AHECS workstream: Third party and cloud assessments

<b>Greg Sawyer (Chair)</b>	Director, Cybersecurity Program, CAUDIT
<b>Darren Castelyn</b>	Associate Director, Security, Information, Records & Risk, Massey University
<b>Fadi Jafari</b>	Information Security & Risk Manager, Deakin University
<b>Dan Maslin</b>	Chief Information Security Officer, Monash University
<b>Karen Owen</b>	Manager, Information Security, Risk & Governance, Edith Cowan University
<b>Karl Sellmann</b>	Deputy Director, ICT Infrastructure and Cyber Security, The University of South Australia
<b>Nitin Singh</b>	Director, VU Cyber & Digital Networks, Victoria University

## AHECS working group: Protecting Critical Infrastructure and Systems of National Significance

<b>Greg Sawyer (Chair)</b>	Director, Cybersecurity Program, CAUDIT
<b>Mardi Griffiths</b>	Chief Information Security Officer, Swinburne University
<b>Fadi Jafari</b>	Information Security & Risk Manager, Deakin University
<b>Anne Kealley</b>	Chief Executive Officer, CAUDIT
<b>Joshua Qwek</b>	Cybersecurity Architect, The University of Western Australia
<b>David Stockdale</b>	Deputy Director, Information Technology Services, The University of Queensland, and Director, AusCERT



# CAUDIT WORKING GROUPS

---

## TOP TEN TOPICS

<b>Nicole Fishers</b>	Associate Director, Digital Business Services, and Deputy CIO, Flinders University
<b>Stuart Hildyard</b>	Chief Technology Officer, La Trobe University
<b>Louise Howard</b>	Director, IT Infrastructure & Cloud, Griffith University
<b>Justin Richardson</b>	Associate Director, IT Services, The University of Auckland
<b>Peter Seddon</b>	Associate Director of Strategy and Architecture, The University of Western Australia
<b>Steven Wojnarowski</b>	Director, Analytics and Strategic Initiatives, CAUDIT

## 2020 FINANCE WORKING GROUP

<b>Roy Pidgeon, Chair</b>	Deputy Vice President, Digital Services, Central Queensland University
<b>Jonathan Churchill</b>	Chief Digital Officer, James Cook University
<b>Vito Forte</b>	Chief Information Officer, Edith Cowan University
<b>Kerry Holling</b>	Chief Information Officer, Western Sydney University
<b>Bev Wright</b>	Chief Information Officer, The University of Adelaide
<b>Anne Kealley</b>	Chief Executive Officer, CAUDIT
<b>Cassandra Spencer</b>	Manager, Professional Development, CAUDIT
<b>Larissa Denham</b>	Administration & Engagement Officer, CAUDIT

## 2020 FINANCE WORKING GROUP

This Working Group was set up however did not meet during 2020 due to COVID19 workloads. The Membership Category Review is in abeyance pending decision by the Executive Committee to prioritise it.

# CAUDIT COMMUNITIES OF PRACTICE



## CYBERSECURITY COMMUNITY

Chair	Tim Lane	Griffith University
-------	----------	---------------------



## ENTERPRISE ARCHITECTURE COMMUNITY

Co-Chair	Nigel Foxwell	James Cook University
Co-Chair	Karen Modena	Latrobe University



## IDENTITY & ACCESS MANAGEMENT COMMUNITY

Informal Chair	Joe Standen	The University of Auckland
----------------	-------------	----------------------------



## LIBRARY IT

Informal Chair	Sam Searle	Griffith University
----------------	------------	---------------------



## P3M (PORTFOLIO, PROGRAM AND PROJECT MANAGEMENT) COMMUNITY

Chair	Jodie Crawford	University of Wollongong
-------	----------------	--------------------------



## USLC UNIVERSITY SOFTWARE LICENSING COMMUNITY

Chair	Jeff Stafford	Griffith University
Deputy Chair	Anne Cameron	Monash University
Secretary	Emiliano Fisanotti	University of Sydney
Membership and Communications Officer	Irene Pridham	Western Sydney University
General Member	Sonya Cachia	Western Sydney University
NZ Representative	Mark Caldwell	University of Otago
Ex-Officio	Steve Johnston	CAUDIT



## BUSINESS ANALYSIS COMMUNITY

No Chair



## DEVOPS COMMUNITY

No Chair



## INFORMATION MANAGEMENT & ANALYTICS (IM&A) COMMUNITY

No Chair



## RESEARCH SUPPORT COMMUNITY

No Chair





## CAUDIT LEADERSHIP INSTITUTE 2020 – FACULTY MEMBERS

<b>Sarah Chaloner</b>	CAUDIT Leadership Institute Director, and Director, Project Management Office	Macquarie University
<b>Jill Benn</b>	Librarian	University of Western Australia
<b>Warwick Calkin</b>	Chief Information Officer	University of Western Australia
<b>Kerrie Campbell</b>	Chief Information Officer	Flinders University, Australia
<b>Michael Cato</b>	Senior Vice President and Chief Information Officer	Bowdoin College, USA
<b>Eion Hall</b>	Director of Information Technology Services	University of Waikato
<b>Linda Jorn</b>	Associate Vice Provost – Learning Technologies, and Director – Academic Technology	University of Wisconsin-Madison, USA

## CAUDIT MANAGERS PROGRAM 2020 - PARTICIPANTS

<b>Aaron Slater</b>	Data Centre Operations Manager	Central Queensland University
<b>Heather Fielding</b>	Business Analyst/Project Manager	Charles Sturt University
<b>Daniel Francisco</b>	Project Manager	Charles Sturt University
<b>Ben Vanzino</b>	Director of Digital Science Platforms	Geoscience Australia
<b>Matt Ahern</b>	Project Manager	Griffith University
<b>Jeff Jurek</b>	Service Support Coordinator	Griffith University
<b>Ron Gardner</b>	Senior ICT Infrastructure Engineer	James Cook University
<b>Brett Palmer</b>	IT Service Development Office	James Cook University
<b>Elan Balasubramanian</b>	Integration Specialist	La Trobe University
<b>Jodie Evans</b>	Senior Portfolio Coordinator	La Trobe University
<b>Geoff Woods</b>	Senior Functional Analyst	La Trobe University
<b>Sachi Ranaweera</b>	ICT Client Support Team Leader	University of Southern Queensland
<b>Douglas Davey</b>	Systems Analyst - Web	University of Waikato

# CAUDIT STAFF

---



**STEVE JOHNSTON**  
Director  
Strategic Procurement



**CASSANDRA SPENCER**  
Manager  
Professional Development



**LARISSA DENHAM**  
Administration & Engagement  
Officer (Part-Time)



**ANNE KEALLEY**  
Chief Executive Officer



**STEVEN WOJNAROWSKI**  
Director  
Analytics and Strategic Initiatives



**SEMIR CERKIC**  
Events & Admin Support Officer



**GREG SAWYER**  
Director  
Cybersecurity Program



**CHELSEA CANNEDY**  
Manager Events



**STEVEN TURNER**  
Project Support (Casual)



# CAUDIT

THE COUNCIL OF AUSTRALASIAN  
UNIVERSITY DIRECTORS OF INFORMATION TECHNOLOGY

[www.caudit.edu.au](http://www.caudit.edu.au)

caudit@caudit.edu.au

PO Box 9432  
Deakin ACT 2600  
Australia

Stay in touch with CAUDIT on:



@CAUDITinc



LinkedIn



@cauditinc

ABN: 39 514 469 351



Use and distribution of this document is permitted under the Creative Commons Attribution Non-Commercial Share Alike 4.0 International Licence with exception to editing and design which is licensed only to The Council of Australasian University Directors of Information Technology Incorporated.