



ANNUAL REPORT

2021

ABOUT CAUDIT

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



By actively connecting Members, CAUDIT broadens their higher education and research impact. CAUDIT stimulates ICT's productive reach by maintaining links between CAUDIT Members, international colleagues, service providers, and vendors. In 2021, CAUDIT introduced a distinctive partnering approach, enabling our Members and partners to achieve greater mutual benefits from their interactions.

During 2021, CAUDIT worked with Members to design and implement initiatives responsive to COVID-19's immediate effects. CAUDIT understands our Members are in a long game too. CAUDIT has maintained focus on constructive, future-oriented responses to ICT challenges and opportunities that will shape higher education and research beyond the pandemic. Throughout 2021 Members secured strategic and practical value from CAUDIT's continuing emphasis on building Members' professional capability, and on sharing among Members.

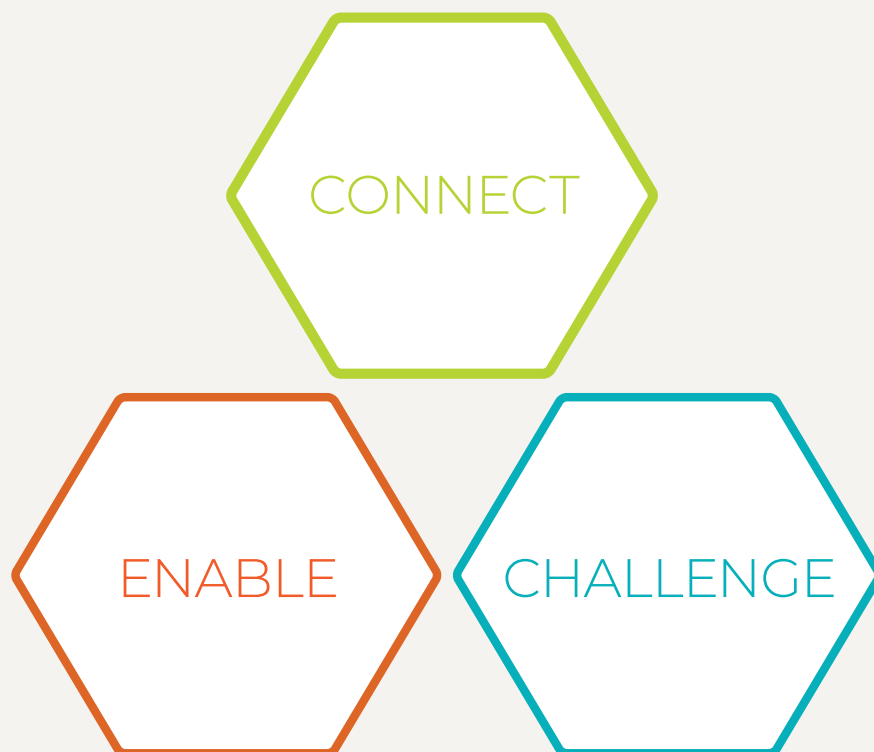
CAUDIT'S Members

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. Across the Membership their roles have various titles, 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.

As at December 2021, CAUDIT has 64 Members in three Membership categories. Membership categories are explained on page 12 of this report.



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PRESIDENT'S REPORT



The events of the last two years have illuminated the importance of our work at CAUDIT. Delivering on our mission, to enable the application of digital capabilities to transform education and research, has never been more critical.

Despite the change and challenges of 2021, we have consistently brought this mission to life.

2021 was a year of significant achievement at CAUDIT and the thread weaving through our success was the power of the CAUDIT Network. The Member Representatives, teams, communities, and committees that comprise CAUDIT form a vast, energetic congregation of individuals who are committed to, and engaged in, our work to transform education and research. It is this network that makes CAUDIT so important.

Integral to this network are our CAUDIT Staff. The groundwork laid by our agile and responsive staff in 2020 afforded us the space in 2021 to embrace the possibilities and opportunities of the enhanced digital era we are now living and working in.

Many of these new possibilities were apparent in our digital event offerings. The 148 online events and activities we held in 2021 gave Members the opportunity to connect and collaborate on a regular basis. Digital platforms enabled seamless events that brought the power of collaboration to life. Solutions were realised, improvements were made and the value of the CAUDIT network was showcased repeatedly.

Staff Members at CAUDIT Member institutions were afforded several opportunities to participate in CAUDIT's enhanced digital offerings, including the online AHECS Summit and the CAUDIT Managers program. The CAUDIT Managers program ran with a record number of participants in 2021, a testament to the ongoing relevance and value of the program.

There were several significant developments in 2021 that will pave the way for CAUDIT to deliver value for Members in the years to come.

The Partner Program was launched in October, offering service providers and sector organisations several streamlined ways to engage with CAUDIT.

The website redesign project commenced and nears completion. The enhanced, streamlined platform will ensure CAUDIT's digital presence reflects the value of our offerings, making it easy for Members and the sector to connect and engage with CAUDIT online.

The CAUDIT team expanded, with new positions created to support strategic procurement and the Partner Program. These new roles will enable CAUDIT to deliver a broader range of services and continue to provide immense value to the sector.

CAUDIT's success in 2021 was made possible by our staff. I thank the CAUDIT team for their tireless commitment to delivering value to Members. I also thank Anne Kealley, CAUDIT CEO, who retired in July after seven years of service. Anne contributed immensely to both CAUDIT and the sector and her presence is greatly missed.

The CAUDIT Executive also committed their time and expertise to navigate CAUDIT through the year with an unwavering dedication to delivering value for Members. I thank my colleagues on the Executive: Niranjan Prabhu, Kerry Holling, Roy Pidgeon, Gina White, Vito Forte and Jason Mangan.

A very special thanks to Greg Sawyer who steadied the ship during a transitional period. Greg provided staff and Members with continuity and lead some key change initiatives that have delivered real value and predictability.

In this new era of digital disruption, CAUDIT's work remains critical to enabling organisations to deliver effective, secure, and transformational digital solutions. The networks, collaboration, and impact that result from CAUDIT's activities will continue to play a crucial role as we move forward, together, in this changing world.

Warwick Calkin,
President

INTERIM CEO'S REPORT



2021 continued as 2020 left off: a time of change, challenges and opportunity.

In July, Anne Kealley started the next chapter of her life, retiring after seven-and-a-half years with CAUDIT (and 27 years in HE). Anne is greatly missed by the CAUDIT team, CAUDIT's

Executive, CAUDIT Members, and the many she has supported and interacted with over the years, in Australasia and internationally.

Gina White (Project Director, Charles Sturt University) stepped down as CAUDIT President, and Eion Hall (CIO, University of Waikato) stepped down as the New Zealand Representative. We thank them for their contributions. Changes to CAUDIT's Executive Committee are recorded on page 31 of the Annual Report.

During 2021, CAUDIT welcomed nine new substantive, and four acting, Member Representatives.

The Microsoft agreement was delivered after 18 months of negotiation, delivering certainty and value for institutions for the next five years. Two new, unique agreements were delivered in cybersecurity: Alyne for governance, risk and compliance, and CrowdStrike providing supplemented incident response capability for institutions.

The 2021 CAUDIT Managers Program reached a record with 32 participants representing 18 CAUDIT Member institutions. The CLI Leadership series was delivered online with the CAUDIT Leadership Institute (CLI) again on hold. CAUDIT made other professional development opportunities available during 2021, as outlined on page 19 of this report.

The CAUDIT Partner Program was launched, engaging and delivering value to CAUDIT Members by providing them with streamlined multi-level engagement pathways to product and service providers, and to higher education and research sector organisations.

CAUDIT Top Ten and benchmarking reflected changing priorities with new models of teaching and learning, seamless user experience, and modern workplace encompassed by cultural change within institutions. Benchmarking continues to furnish much useful information.

The 2021 CAUDIT Awards were presented online in July 2021. One hundred attendees came together to acknowledge the outstanding work of those working in digital technology in CAUDIT Member institutions. Well done to all nominees, finalists, and recipients for this recognition.

Australasian Higher Education Cybersecurity Services (AHECS) moved, with funding approved, from initiative to core service within CAUDIT. Key outcomes in 2021 included the AHECS Cybersecurity Summit, threat intelligence sharing, inclusion in the University Foreign Interference Taskforce (UFIT) guidance, and Cybersecurity benchmarking.

International engagement continued with colleagues in the USA (EDUCAUSE, Internet2, REN-ISAC), South Africa (HEITSA), the UK (UCISA) and Canada (CUCCIO). Activities included the Four Nation Online Cybersecurity Study Tour, and launch of the latest iteration of the Global HE Capability Model in partnership with EDUCAUSE, UCISA and EUNIS. It is amazing to reflect that a model developed by CAUDIT, FromHereOn and the CAUDIT EA Community is now being adopted worldwide.

It was another tough year for many. At the same time, much was achieved through sharing and collaboration. I thank Member Representatives and their teams for their support and engagement with their CAUDIT colleagues during 2021.

Thanks also to CAUDIT staff who worked hard throughout the year and went 'above and beyond' in supporting Members and each other during a time of change, challenge and opportunity.

Greg Sawyer,
Interim Chief Executive Officer

CAUDIT 2021 HIGHLIGHTS

CAUDIT – a reliable, safe, supportive, adaptable place for Members to share, connect and collaborate during the challenges of 2021.



CAUDIT ACCOLADES

Former President, Gina White



Gina White resigned as CAUDIT's President in June 2021 following appointment to a position at Charles Sturt University. As Member Representative for Southern Cross University, Gina joined CAUDIT's Executive in July 2018 and was elected President in May 2019.

In her 2019 President's report Gina wrote: 'Sharing at the grassroots level, where colleagues from all Member institutions can share and develop solutions together, is the absolute best of CAUDIT.' Gina's collaborative orientation was especially valuable as she led CAUDIT's Executive as COVID-19 brought unexpected upheaval to the higher education and research sector.

CAUDIT thanks Gina for her contribution as President. Gina's insights will continue to benefit the Executive in which she has assumed the role of Immediate Past President.

Retired CEO, Anne Kealley



After almost eight years of dedicated leadership in the service of our Members' interests, Anne Kealley resigned as CAUDIT's CEO on 9 July 2021.

Anne's primary consideration was ensuring CAUDIT listened and responded to CAUDIT Members' collective concerns, priorities, and forward-looking ideas. She worked tirelessly across the higher education and research sector, always in thoughtful collaboration with Members and CAUDIT staff.

Her collaborative accomplishments include: redesigning CAUDIT's extended, targeted professional learning for ICT staff; launching the CAUDIT Awards to recognise exemplary ICT practice; shepherding CAUDIT's Cybersecurity Program and AHECS; and designing CAUDIT's Partner Program.

Continuous improvement was characteristic of Anne's tenure, reflected in ongoing enhancement of CAUDIT's procurement and benchmarking services. Anne lifted CAUDIT's profile within the higher education and research sector, and with government, vendors, and international networks.

Anne leaves CAUDIT with a clear understanding of how cooperation benefits us all. We wish Anne a productive and satisfying retirement.

CONNECT

CAUDIT Members have ready access to connections, curated by CAUDIT, that invite a 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 CAUDIT Member institutions.

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

These multilateral connections provide a myriad of reference points through which CAUDIT Members can explore important issues in timely, well-informed, inclusive forums and formats.

Benefits obtained from connections facilitated by CAUDIT are outlined in this section of the Annual Report which highlights CAUDIT's key Connect activities for 2021:

- CAUDIT's website refresh – a new design that better connects users with colleagues and information
- Partner Program – a strategic initiative launched in 2021 that maximises mutual benefits for CAUDIT Members and CAUDIT partners
- Autumn and Spring Members' Meetings, open to all CAUDIT Member Representatives and their senior colleagues
- Planning for THETA 2023 – our region's premier conference for ICT professionals in the higher education and research sector.



WEBSITE REFRESH

CAUDIT's multifaceted service delivery to Members relies on responsive communication and accessible information. CAUDIT's website is a primary means of activating its undertaking to connect, enable, and challenge ICT leaders and professionals in our Member institutions.

In December 2021, CAUDIT launched the first phase of its website transformation. Our website's new design facilitates easier access to CAUDIT knowledge and resources, and streamlined participation in information exchange, data and data analysis, learning experiences, and collaborative problem-solving.

The first phase of the website refresh is now complete. Future phases of the website refresh roadmap include a personalised website experience for Members, enhanced analytical capability, and further branding alignment. The refreshed website extends CAUDIT Members' capacity to support each other in leading the application of digital capabilities to transform higher education and research.



CAUDIT PARTNER PROGRAM

CAUDIT has an impressive record of building strong partnerships. Our partnering capability has its roots in long-established practices for achieving consensus among CAUDIT Members about priorities and operational decision making. CAUDIT's partnering capability is evident in strong strategic partnerships maintained over time, and in CAUDIT's management of vendor relationships that bring tangible benefits to CAUDIT Members.

Our background in partnering expertise is the platform for CAUDIT's Partner Program which CAUDIT Members identified as a strategic priority. The Partner Program commenced on 1 October.

Information on how to apply can be found on the CAUDIT website.

caudit.edu.au/partner-program



CAUDIT PARTNER PROGRAM

Benefits of CAUDIT's Partner Program

The Partner Program's six opportunities are briefly described on the following page. A distinctive set of defined benefits are attached to each opportunity, creating diverse options for CAUDIT and its Members to collaborate constructively with sector organisations, and with preferred product and service suppliers.

The Partner Program is comprised of opportunities and obligations that allow CAUDIT Members and CAUDIT partners to maximise benefits from engaging with each other. The Partner Program streamlines engagement for all parties so that interactions are more efficient and effective. The Partner Program's design appreciates that productive partnerships never conform to a one-size-fits-all framework. Rather, CAUDIT's Partner Program values unique differentiators that deliver valued outputs from every approved partnership.

Approved Partners under the Partner Program can access one-off and long-term engagement opportunities that CAUDIT Members seek and respect. The varied opportunities enable CAUDIT Members to link with partners with exemplary knowledge and understanding of higher education and research. The Partner Program can support partners to showcase product and service offerings that respond to sector expectations, and to develop product roadmaps.



CAUDIT's Partner Program operates under terms and conditions finalised with legal advice and implemented from the Partner Program's commencement date. The terms and conditions define benefits, obligations, and rights of both CAUDIT and organisations registered as partners. The Partner Program is independent of CAUDIT's Strategic Procurement Program; however, CAUDIT ensures seamless interactions for partners involved in both Programs.

CAUDIT PARTNER PROGRAM OPPORTUNITIES

Each of CAUDIT's Partner Program opportunities are designed for different purposes. Each opportunity offers structured alternatives that mediate interactions in ways that maximise mutual returns from engagement. Full details on the Partner Program and each of its six opportunities are available on the CAUDIT website.

Strategic Partner

CAUDIT Members recognise the worth of strategic partnerships with organisations that contribute their expertise to the ongoing transformation of higher education and research. That recognition motivates CAUDIT's attention to collaboration among Members and external organisations. Strict scrutiny accompanies applications of Strategic Partners and partnership agreements specify deliverables from CAUDIT and Strategic Partners.

Product Showcase Partner

The Product Showcase Partner offers the opportunity to showcase new business, products and services to CAUDIT Members through an online webinar facilitated and promoted by CAUDIT. The Product Showcase is an independent offering and is not related to activities under CAUDIT's Cybersecurity, Procurement or other portfolios.

Engagement Partner

For a period of 12 months, Engagement Partners have the opportunity to use various CAUDIT platforms to interact with CAUDIT Members. Benefits include access to platforms including online panel discussions and promotion of partner-hosted events via CAUDIT's newsletter and distribution lists. Engagement Partners also access benefits available to Product Showcase Partners.

Engagement Partner – Cybersecurity

As an add-on option to the Engagement Partner offering, Cybersecurity Partners secure discounted sponsorship at the annual AHECS Cybersecurity Summit. Cybersecurity Partners will have the opportunity to engage in activities targeting the CAUDIT Cybersecurity community.

Engagement Partner – THETA

As an add-on option to the Engagement Partner offering, THETA Partners secure discounted sponsorship at THETA, Australasia's foremost conference for examining the present and future agenda for ICT in higher education and research. THETA Engagement Partners will have extended lead-time sponsor recognition.

Direct Sponsorship

ICT leaders and professionals from CAUDIT Members participate in many CAUDIT events, including CAUDIT's annual Awards, Spring and Autumn Members' Meetings, Cybersecurity Summit, Community of Practice forums, and sessions on matters of emerging importance. One-off sponsorship of CAUDIT events enables companies to showcase services and products to attendees.

CAUDIT MEMBERS



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 CAUDIT's Executive.

2021 CAUDIT MEMBERS' MEETINGS

A primary CAUDIT function is to create opportunities for Members to share insights about current and future expectations of ICT as a key contributor to institutional stability, flexibility, and innovation. CAUDIT's annual Member Meetings are consciously designed to support incisive reflection on those expectations.

Members' Meetings also connect CAUDIT Members, enabling them to collaboratively devise ways in which CAUDIT can maximise ICT impact on strategic and operational challenges for the higher education and research sector. Collaboration has proved vital in managing the array of difficulties, possibilities, and choices posed by the pandemic.

Autumn Members Meeting (AMM)

Online Meeting, 14 and 15 April 2021

The 2021 Autumn Members Meeting (AMM), sponsored by Juniper Networks and Symplicity, canvassed themes about rapidly changing circumstances.

The first day's theme was 'Beyond the pivot: The forces shaping the future of IT.' Panel and group discussions were informed through a keynote by KPMG Director Michelle King who considered how higher education IT functions can best serve institutions and students in a disrupted world. The theme for Day 2, 'Leading Through Volatility,' was thoughtfully explored in panel and group discussions led by keynote speaker Dr Jen Frahm (Co-Founder, Agile Change Leadership Institute), Peter Orłowski (Chief Digital and Innovation Officer, Transdev Australasia), and Lynn Warneke (CIO and Director Operations and Business Technology, Department of Premier and Cabinet, Victoria).

In closed sessions, Members considered CAUDIT activity on both procurement and cybersecurity.

Spring Members' Meeting (SMM)

Online Meeting, 18 October 2021

CAUDIT's 2021 Spring Members Meeting (SMM) addressed the theme of 'Building a Resilient Digital Culture.' Members examined the ramifications of the theme with the support of keynote presentations by Dr Marcus Blosch, Gartner VP, and Dr Amantha Imber, organisational psychologist and founder of behavioural science consultancy Inventium.

A discussion session posed a crucial question: 'Post-pandemic: Where are my people?' The session benefited from contributions by Professor Adam Shoemaker, Victoria University's Vice Chancellor, Mark Gregory (COO, Flinders University), Sarah Chaloner (CAUDIT Leadership Institute Director, and Director, Project Management Office, Macquarie University), and Warwick Calkin, CAUDIT President, and CIO, University of Western Australia).

The SMM devoted time to a panel discussion on the pressing reality that 'Security is Everyone's Business.' Facilitated by Jason Mangan (Director, Information Technology Services, The University of Auckland), panel Members were William Fleming, Senior Security Manager, Department of Education and Training, Victoria), Lesley Seebeck, Honorary Professor of CyberSecurity, Australian National University), Paul Sherlock (CIO, Library and Information Technology, University of South Australia), and Daniel Smith Chief Information Security Officer, Hearing Australia).

“Collaboration has proved vital in managing the array of difficulties, possibilities, and choices posed by the pandemic.”

THETA 2023 – MAKING WAVES

THETA 2023: the wave is coming

The website is up, the program is in development.

THETA 2023: bringing together ICT, library, and teaching and learning professionals from Australasia's higher education and research sector.

THETA 2023: a channel for sharing. Leaders in our fields articulating insights about resilience, responsiveness and recovery. Connecting with peers and innovators who, with vigour and persistence, reconfigured services to match sudden changes to familiar work, research, study, and teaching practices.

THETA 2023: making waves. Immerse yourself in practice ready research findings. Equip yourself and your team Members for immediate challenges and future opportunities.

By the sector for the sector

Every THETA conference is a collaboration that assures contemporary relevance by pooling expertise available across three representative bodies:

- CAUDIT (Council of Australasian University Directors of Information Technology)
- CAUL (Council of Australian University Librarians)
- ACODE (Australian Council on Open, Distance and E-Learning).

THETA – The Higher Education Technology Agenda

THETA 2023 will investigate diverse topics, such as digital strategy, data management, learning analytics, sustainable funding, learning technologies, and eResearch.

Plan ahead to join your colleagues

Brisbane Convention and Exhibition Centre, 16-19 April, 2023.

Find out more at theta.edu.au

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.
- AusCERT
- EDUCATION ADVISORY BOARD

CAUDIT'S Strategic Memberships

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

- AUSTRALIAN ERESEARCH ORGANISATIONS
- EDUCAUSE



FOUR NATION CYBERSECURITY VIRTUAL STUDY TOUR

The Four Nation Cybersecurity Virtual Study Tour was organised and delivered by CAUDIT and five peer associations:

- in the United States, EDUCAUSE and REN-ISAC (Research & Education Networks Information Sharing & Analysis Center)
- in Canada, CANARIE (Canadian Network for the Advancement of Research, Industry and Education), CUCCIO, and NREN (a partnership of 13 provincial research and education networks)

Seven sessions were conducted using Zoom, which CAUDIT hosted. REN-ISAC provided Slack for the Organising Committee and delegates.

Participants engaged in constructive presentations and discussions on front-of-mind Cybersecurity matters such as a rapidly evolving threat environment, data breaches, ransomware attacks, and state-sponsored cyber attacks.

The Study Tour's thematic design was of Cybersecurity as a team sport entailing local challenges, national solutions, and international opportunities. Sessions showcased Cybersecurity best practice in universities in Australia, Canada, New Zealand, and the US.

Contributors in CAUDIT's fold included Kim Valois, CISO, Flinders University who shared best practice in the Australian context. Greg Sawyer, as CAUDIT's Cybersecurity Program Director, moderated a panel of contributors from CAUDIT Members and peer organisations who discussed systematic responses to the threat landscape:

- Esteve Mayolas, Head, Information Technology, Garvan Institute of Medical Research
- Mardi Griffiths, CISO, Swinburne University of Technology
- Dan Maslin, CISO, Monash University
- Charles Sterner, CISO, AARNet
- Mike Holm, Senior Manager, AusCERT

Study Tour participants benefited from incisive sessions on 'Consultative and Collaborative Security' (moderated by REN-ISAC's Strategic Partnerships Manager, Amy Starzynski Coddens), and 'A Partnership Approach to Cybersecurity in Canada' which called on the expertise of Canadian higher education cybersecurity specialists. Canadian and US panel Members were drawn from a dozen universities and higher education and research associations, including Canadian Shared Security Operations Centre, Colleges and Institutes Canada, Indiana University, and University of Notre Dame.

Organising Committee

On average, more than 40 participants registered for each session. 93 per cent of delegates conveyed their interest in participating in future events, a clear indication of the value gained from Study Tour involvement.

That response is a credit to the Organising Committee comprising:

- Anne Kealley, CEO, CAUDIT
- Greg Sawyer, Director Cybersecurity Program, CAUDIT
- Lori MacMullen, Executive Director, CUCCIO
- David Smith, CTO, ORION
- Kevin Parent, Program Manager, Cybersecurity Initiatives, CANARIE
- Nav Bassi, Director and CISO, University of Victoria
- Paul Muir, IT Security Manager and Information Security Officer, McMaster University
- Amy Starzynski Coddens, Strategic Partnerships Manager, REN-ISAC
- Brian Kelly, Director Cybersecurity Program, EDUCAUSE



ENABLE

CAUDIT Members rely on ICT professionals sharing and collaborating to ensure institutional digital capability exceeds user expectations. Their exemplary technical skills are accompanied by leadership, listening, facilitation, and a host of other 'soft' skills.

CAUDIT Members consistently express that a priority for transformation is the need to deepen technical, management, and leadership skills among ICT staff. CAUDIT responds with dynamic professional learning opportunities and Cybersecurity initiatives. CAUDIT's strategic procurement approach enables CAUDIT Members to maximise benefits from digital assets.

CAUDIT Members enable ICT staff to manage today's service environment, and to prepare for tomorrow's strategic complexities, through emphasising collaboration, enabling problem solving, and enhancing best practice.

Benefits obtained from connections facilitated by CAUDIT are outlined in this section of the Annual Report covering CAUDIT's key Enable activities for 2021:

- systematically and collaboratively developing and implementing Cybersecurity capability at sector and institutional levels
- developing, delivering, and evaluating relevant, accessible professional development for ICT professionals, including support for Communities of Practice
- extending CAUDIT's capacity and capability to bring procurement benefits to the higher education and research sector
- providing benchmarking services that enable CAUDIT Members to compare, plan for and achieve best practice outcomes

CYBERSECURITY



AHECS

AHECS (Australian Higher Education Cybersecurity Services) was established as a result of CAUDIT Members in 2018 nominating cybersecurity as its top priority for action. In consequence, AHECS was launched in 2019.

The priority was re-emphasised in CAUDIT's Top Ten in 2020 and 2021. In both years, Members identified cybersecurity as the most significant technology-related topic for higher education in Australia and New Zealand.

CAUDIT Members' commitment to reducing cybersecurity risk has seen AHECS quickly gain recognition as a facilitator of strategic and operational best practice in the higher education and research sector. AHECS' influence depends on collaboration by CAUDIT Members.

AHECS delivered many constructive objectives during 2021 – an overview of selected key contributions are reported here.

The power of connection

During 2021, AHECS supported monthly meetings of the CISO Group, and delivered seven separate workshops on matters including remote working, multi-factor authentication, and the Australian government's Critical Infrastructure legislation.

AHECS supports two Communities of Practice:

- CAUDIT's Cybersecurity Community, which has 273 participants from 63 CAUDIT Members
- the AAF/CAUDIT Identity and Access Management Community, which has 178 participants from 63 CAUDIT Members.

The enabling power of collective action

CAUDIT and AHECS partners completed a template for universities that facilitates information flow about cybersecurity risks. The partners also developed a 'playbook' that steps out responses to cybersecurity risks.

AHECS was a key contributor to procurement decision making. AHECS involvement enabled the sector to gain more affordable access to packages that boosted institutional cybersecurity practice in areas like incident response and third-party risk assessment.

AHECS ensured CAUDIT Members' views were foregrounded with cybersecurity activities in government and the higher education and research sector, including engagement with the University Foreign Interference Taskforce (UFIT) Forum, and the Australian Cyber Security Centre.

Responding to the cybersecurity challenge

An important input to CAUDIT's cybersecurity-related procurement decision making was the AHECS-developed catalogue of systems and applications used by CAUDIT Members.

AHECS has proved the value of coordinated, evidence-led approaches to building institutional cybersecurity maturity. A key instance of data gathering in 2021 was the Cybersecurity Baseline Benchmarking Survey, in which 87% of Australian universities and all NZ universities participated.



AUSTRALASIAN HIGHER EDUCATION
CYBERSECURITY SERVICE (AHECS)



AHECS CYBERSECURITY SUMMIT

Extraordinary Together

AHECS Cybersecurity Summit 2021 was an online event held on 9 and 10 November 2021. The Summit's theme, Extraordinary Together, stresses a key consideration in managing cybersecurity risk and breaches – cybersecurity is best approached collaboratively.

The Summit content traversed a spectrum of higher education cybersecurity, identity management, and privacy topics. Presentations, workshops, and panel discussions covered technical and governance aspects of cybersecurity, AHECS partner updates, and presentations from government agencies. The program reserved time for inclusive networking opportunities.

Participants logged in from Australia, Canada, Fiji, New Zealand, the UK, and the US. The Summit's participant profile included 187 delegates, 17 AHECS Partner representatives, five speakers who were not from partners or sponsors, and 32 sponsors. Registration was free for CAUDIT Member participants.

The Summit agenda

The Summit's presenters and panel Members explored several sub-themes – Cybersecurity Culture, Endpoint Protection, Application Validation, International Collaboration, and Cybersecurity Resourcing.

Keynote speakers were:

- **Trent Scott, Acting First Assistant Director, Australian Cyber Security Centre** – Trent offered a higher education threat briefing
- **Nicole Stephensen, Managing Director, Ground Up Consulting**
- **Kate Lundy, Acting Chair of the Cyber Security Cooperative Research Centre**
- **Jess Dodson, Customer Engineer, Security and Identity Modernization, Microsoft**

Speakers and panellists from CAUDIT Members included: Nitin Singh, Director, Cybersecurity and Digital Network Services, Victoria University; Rohan Thomas, Information Architect, La Trobe University; Cameron Duck, Systems Engineer, Monash University; Anna Aquilina, CISO, The University of Newcastle and University of Technology, Sydney; George Kamar, Cyber Security Specialist, Deakin University; and James Harper, CISO, University of Auckland.



Sponsors

Thanks are due to sponsors of the AHECS Cybersecurity Summit 2021.

Platinum



Silver



Start-up



CAUDIT PROFESSIONAL DEVELOPMENT PROGRAM

CAUDIT focuses its professional development offerings on nurturing capabilities that are ready to apply, and ready for an unfolding future. CAUDIT's suite of learning options is flexible, not fixed; responsive to circumstances, not repetitive; ambitious about learner outcomes, not about picking low hanging fruit.

These attributes were evident in CAUDIT's 2021 professional learning activity with design and delivery closely attuned to Member expectations and participant feedback. The dividend from that attentiveness is captured in the number of registrations for each of the five high-value professional development programs outlined below, and on the following page.

CAUDIT Leadership Series

Given travel restrictions, the CAUDIT Leadership Institute (CLI) was deferred to 2022. CAUDIT's Executive invited all Faculty Members to extend their terms by two years so their expertise would be available to intending participants in a complete CLI program. All Faculty Members accepted the invitation.

While the pandemic has resulted in a long CLI interval, Faculty Members took advantage of teaching opportunities via the CAUDIT Leadership Series, building on the success of the 2020 Series. The Series has unpacked elements of the full CLI program, repackaged them for shorter delivery times, and maintained focus on securing positive outcomes through considered leadership practice.

Five sessions were delivered for 635 registrants, free of charge, in 2021:

- Collaborative leaders: Key to student success – facilitated by Faculty Members Linda Jorn and Jill Benn
- The diversity bonus: Unleashing the potential of inclusive teams – facilitated by Faculty Member Michael Cato
- Authentic leadership – facilitated by Faculty Member Kerrie Campbell
- Leading a culture of success – facilitated by CLI Director Sarah Chaloner

CAUDIT Managers Program (CMP)

32 registrations

Relevance is the touchstone for CAUDIT's professional development programs: a quality reflected in the CMP since its inception. In 2021, CMP's ninth year, a record number of participants registered – 32 staff from 18 CAUDIT Member institutions.

CMP builds confidence and capability across indispensable management competencies, and establishes aspiring ICT managers in a sector-wide network with CMP alumni. Content encompasses coaching, holding difficult staff conversations, and goal mapping. As a snapshot, the core CMP sessions conducted during 2021 (with 100% participation) were 'Straight talking,' 'Self-mastery and resilience,' and 'The art of influence.'



Certified Information Systems Security Professional (CISSP)

50 registrations

In 2021, CAUDIT facilitated delivery of the CISSP, a certification by the International Information Systems Security Certification Consortium. The program's network security emphasis is a central consideration for CAUDIT Member institutions, demonstrated by the high number of registrations.

The program was delivered over four sessions, followed by an examination. The four sessions, delivered in partnership with Masters IT, were conducted in September 2021 and cover eight domains in which vigilance is essential for system security. Each of which has direct pertinence for CAUDIT Members: Security and Risk Management; Asset Security; Security Architecture and Engineering; Communication and Network Security; Identity and Access Management; Security Assessment and Testing; Security Operations; and Software Development Security.

Cloud: Strategy, Migration & Risk

47 registrations

In November and December 2021, CAUDIT offered three sessions on cloud strategy, migration to the cloud, and assessing risk in the cloud. CAUDIT wishes to thank Ian Palmer, Head of ITS, UTS College for his substantive contributions to delivering the Cloud Package sessions.

The Cloud Package embraced a range of topics, including benefits and challenges of the cloud, phasing migration to the cloud, assessing costs, and models for security and risk assessment.

Spear Phishing Awareness

472 registrations

CAUDIT partnered with the Australian Cyber Security Centre, a unit of the Australian Signals Directorate, to deliver six Spear Phishing Awareness workshops specifically designed for IT and eResearch staff from CAUDIT Member institutions.

The one-hour, non-technical workshops were conducted online from June to November 2021. They concentrated on five topics: understanding who orchestrates attacks and why; distinguishing between phishing and spear phishing; how to identify spear phishing; how to mitigate threats; and what to do when your organisation has been compromised.

Spear Phishing Awareness workshops were attached to the 'Security Dimension' of the Professional Development Framework that guides CAUDIT's short course offerings. The Framework provides a transparent, coherent and consistent reference point for design, delivery, and participation in CAUDIT's short courses. The Framework, developed in 2020, is set out below.

Professional Development Framework CAUDIT Capability Short Courses

| | | |
|---------------------------------------|----------------------------------|-------------------------------------|
| Personal Dimension (know yourself) | Resource Management Dimension | Master Data Management Dimension |
| Master Communication Dimension | Core Competencies | Security Dimension |
| Engagement Dimension | Sector Fundamentals | Technical Dimension |

STRATEGIC PROCUREMENT

CAUDIT's Strategic Procurement portfolio continued to deliver exceptional value to the sector in 2021.

The Procurement function expanded for the first time since 2009, when a dedicated staff Member was initially appointed to the program. This expansion was endorsed by the CAUDIT Executive in 2020 to enable additional priorities to be advanced.

Two additional roles were created, forming a three-person strong CAUDIT Strategic Procurement Team. An initial two-year commitment was made to support a broader range of procurement activities.

With the support of additional staff resources, CAUDIT's Strategic Procurement portfolio continued to deliver on the key priorities identified in the Procurement Priorities Survey the previous year. By leveraging the purchasing power of the sector, CAUDIT continues to provide value to Members and the vendors that we engage with.

2021 Procurement Initiatives

Strategic Procurement Committee Merger

The Strategic Procurement Committee underwent a merger with the IT Executive Group of the University Procurement Hub (UPH) to provide advice to UPH, and to make use of UPH as a service provider. This came into effect with the commencement of the Design Suite Sourcing Activity.

Prior to the merger, there were two separate committees providing advice on IT procurement activity within the sector—one providing advice to CAUDIT, and the other to UPH. The merger created a single source of prioritisation for both UPH and CAUDIT. This reduces the likelihood of duplication and optimises the purchasing power of the sector and available resources.

Microsoft Agreement

The Microsoft Agreement, first established in 1993, is the premier agreement between CAUDIT and a strategic vendor.

The 2021 renewal of the agreement took 18 months to negotiate, with the following benefits:

- The term of the agreement was extended to five years, providing price certainty for a longer period. Previous agreements were three years in duration.
- Greater discount levels across all products.
- Discounted pricing for casual staff Members, however headcount licensing applies for all staff. This commenced in 2017 in other regions.
- Increased flexibility in license use.
- An Azure discount without a volume commitment for the sector.
- Protection from price increases scheduled for March 2022.

Red Hat Learning

An offer from Red Hat Learning was established in late 2021, with the objective of securing 100 training seats in order to obtain a large discount (around 70%). Member institutions took up 138 total seats, which resulted in a very large saving for the sector.

Procurement Webinars

CAUDIT ran 44 Procurement webinars with a total of 2079 attendees.



BENCHMARKING

CAUDIT's benchmarking data offers trusted, confidential reference points. These reference points support Member Representatives to plan for and maintain high performance returns from IT capabilities and assets within their organisations. During the pandemic, CAUDIT's benchmarking collection offered evidence to support decision making about how to quickly adapt available IT functionality to meet frequently shifting user requirements.

Benchmarking data collection – designed by, and reporting for, Members

Members' views, gathered and reviewed by CAUDIT's Benchmarking Advisory Committee (BMAC), are at the heart of CAUDIT's benchmarking activity. BMAC's annual cycle commences by asking Member Representatives to submit recommendations on items for inclusion in Benchmarking Data Collection. BMAC finalised 2021 data items at its meeting on 10 March 2021. Data collection commenced on 19 April 2021.

Data collection was completed in June by Benchmarking Updaters – Member Representative nominees who submit institutional data in accordance with BMAC's data definitions. A webinar for registered 2021 Benchmarking Updaters was held on 13 April 2020 for 30 participants.

Following BMAC's review, the 2021 CAUDIT Benchmarking Report was released to Member Representatives on 20 September 2021, along with an infographic summary of the Australasian university sector. In 2019, CAUDIT launched the Benchmarking Online Data Access Service so

Members can customise benchmarking data analysis and reporting for their planning purposes. Further enhancements to online access are planned.

Information in the Report is governed by the CAUDIT Benchmarking Appropriate Use Policy which emphasises it can be used only for planning purposes within the CAUDIT Member institution and may not be distributed outside the Member institution.

Information in the Report is governed by the CAUDIT Benchmarking Appropriate Use Policy which emphasises it can be used only for planning purposes within the CAUDIT Member institution and may not be distributed outside the Member institution.

Benchmarking for sustainability

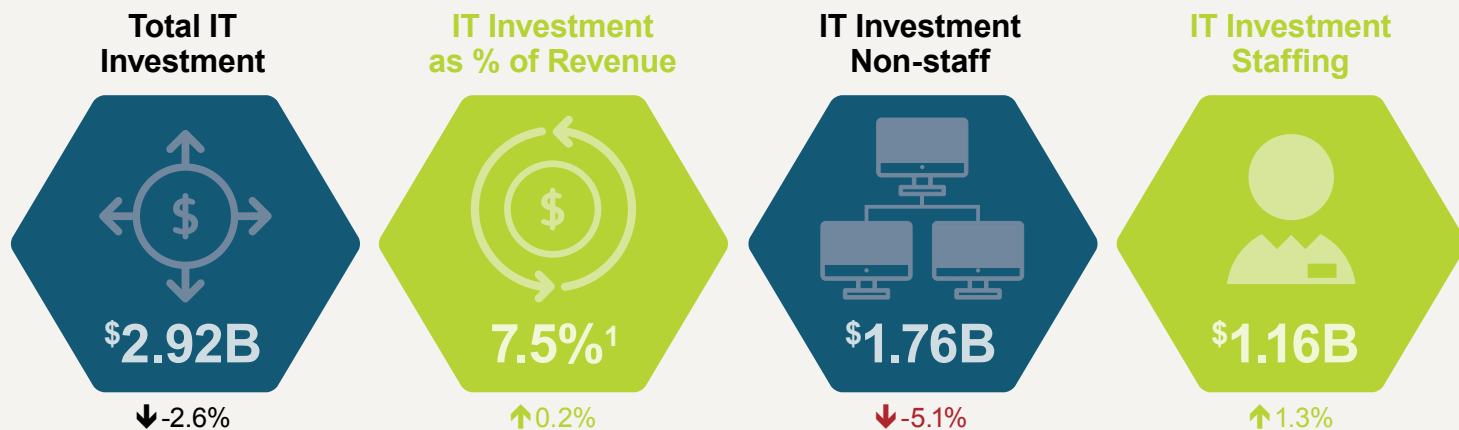
In 2021, BMAC established the Sustainability Benchmarking Working Group which first met in May 2021. The Working Group recommended that CAUDIT Members are surveyed on the significance of ICT sustainability to their institutions, and whether future Benchmarking Data Collections should reference selected green IT measures. The Working Group suggested adding an ICT Sustainability Award to CAUDIT's annual Awards.

CAUDIT Members thank Paul Sherlock

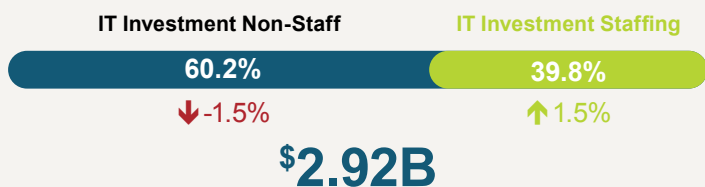
Paul Sherlock joined BMAC in 2014 and has served two terms as BMAC Chair. He made a valued contribution to a valued CAUDIT service. Paul has retired as Chief Information Officer (Library and IT) at the University of South Australia; consequently, a new BMAC Chair will be appointed in 2022.

“Members' views, gathered and reviewed by CAUDIT's Benchmarking Advisory Committee (BMAC), are at the heart of CAUDIT's benchmarking activity.”

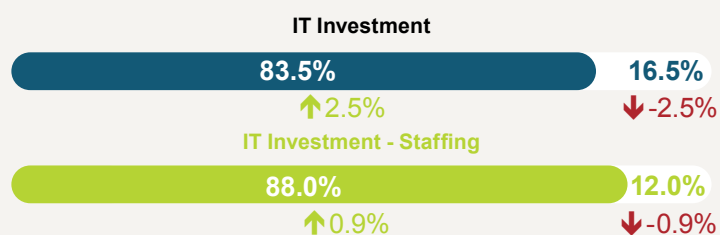
AUSTRALIA AND NEW ZEALAND UNIVERSITIES - 2020 SNAPSHOT



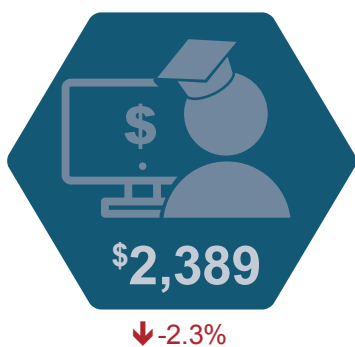
IT Investment Profile



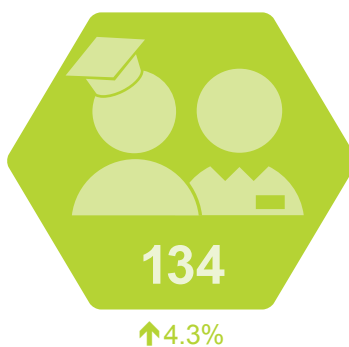
Central Management



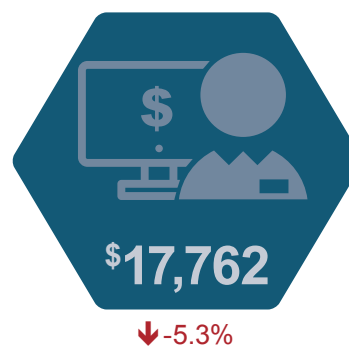
IT Investment per Student EFTSL¹



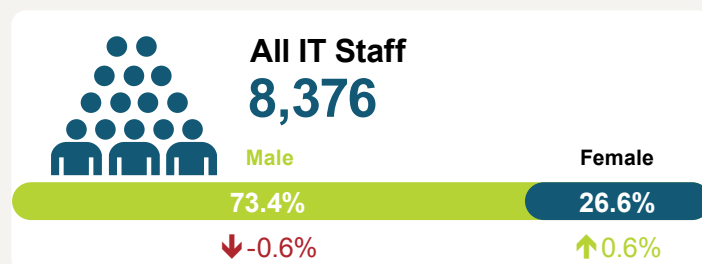
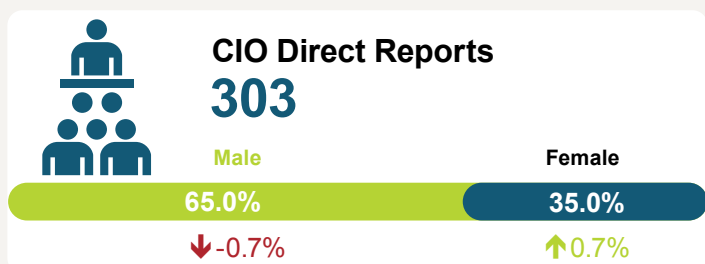
Student EFTSL² per IT Staff FTE



IT Investment per Staff FTE



IT Staff Gender Profile



COMMUNITIES OF PRACTICE

Collaborative innovation and problem-solving are hallmarks of CAUDIT's Communities of Practice (CoPs). Because CoP agendas centre on priorities of CoP Members, they enable sector-wide exploration of, and response to, unexpected change and long-term challenges. CoP Members benefit from interactive forums and enduring professional networks, both of which are avenues for formal and informal professional development.

A key indicator of the value in CAUDIT CoPs is the size of their Memberships. In December 2021, CAUDIT's CoPs collectively recorded 1750 Members – a 29% increase on December 2020.

The relevance of CoPs is demonstrated by the AAF/CAUDIT Identity & Access Management (IDAM) CoP: in 2021 its Membership increased from 100 to 167. This growth reflects two factors. First is the Members' dedicated work in refreshing the CoP's focus and functioning. Second, IDAM (including multifactor identification) are pressing priorities for CAUDIT Members – the CoP assembles expertise with the know-how to meet the challenges.

During 2021, CAUDIT established the Student Systems CoP, recognising the work of the Student Data Special Interest Group (formed in May 2019) in facilitating engagement with an Australian government project, Transforming the Collection of Student Information. The CoP adopts a cooperative approach to all student systems. At December 2021, the new CoP had 114 Members from 33 CAUDIT Member institutions.

“A key indicator of the value in CAUDIT CoPs is the size of their Memberships.”



Business Analysis



Cybersecurity



DevOps



Enterprise Architecture



Identity and Access Management



Information Management and Analytics



Library IT



P3M (Portfolio, Program & Project Management)



Research Support



Student Systems



University Software Licensing Community (USLC)



CAUDIT Associate Directors Network



CAUDIT Managers Network

HIGHER EDUCATION REFERENCE MODEL – V2.60

In 2016, CAUDIT released the first iteration of the Higher Education Enterprise Architecture Reference Model (HERM). It was a remarkable contribution to digital strategy and capability resulting from the applied expertise of the HERM Working Group within CAUDIT's Enterprise Architecture Community of Practice.

The Working Group has continued, thoughtfully and productively. In 2021, the Working Group Members' dedicated focus produced a new version of HERM – v2.60. The tribute to their efforts is captured in a simple number: HERM is now used under Creative Commons Licence by 387 higher education institutions across the world.

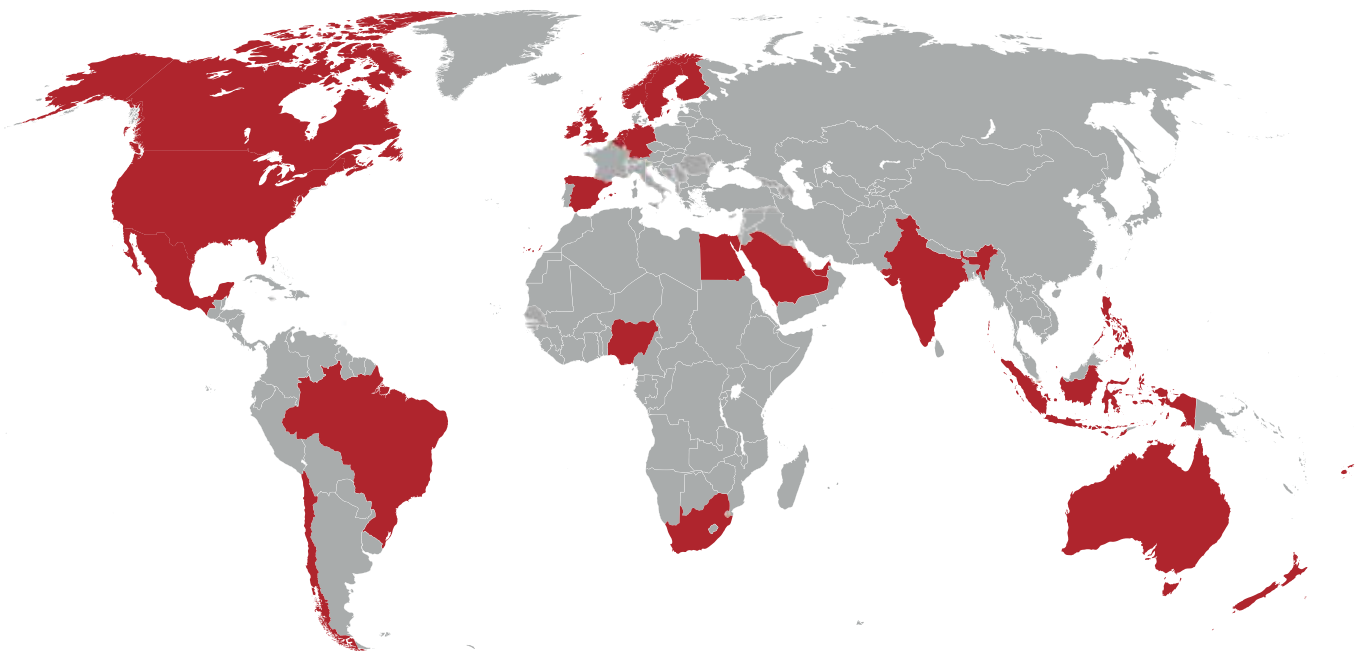
It is also a tribute to the Working Group that during 2021 CAUDIT finalised agreements that will see HERM distributed more widely through organisations which the Working Group has collaborated with over time. Federated distribution will now occur through UCISA, EUNIS and EDUCAUSE.

Current HERM Working Group Members are:

- Sasenka Abeysooriya, Senior Strategic Advisor, The University of Queensland
- Alan Dent, Manager – Digital Architecture, Auckland University of Technology
- Nigel Foxwell, Head – Enterprise Architecture, Strategy & Risk, James Cook University
- Jeff Kennedy, Enterprise Architecture Manager, The University of Auckland
- Karen Modena, Enterprise Architect, La Trobe University
- Michelle Phillips, Strategy & Architecture Support Lead, Deakin University
- Pieter Steyn, FromHereOn
- Paul Tasker, Enterprise Architect, Queensland University of Technology
- Galen White, FromHereOn

CAUDIT would like to thank Mac Lemon, Founder and MD of FromHereOn who gifted the original reference models to CAUDIT in 2016.

HERM is now used under Creative Commons Licence by 387 higher education institutions across the world.



CHALLENGE

Higher education and research institutions constantly scrutinise ICT boundaries for potential enhancements to teaching, learning, research, administration, and engagement. In each of these interconnected spheres of higher education and research activity, the COVID pandemic asked ICT professionals to create more options more often, using existing platforms.

In some ways, 2021 was similar to pre-pandemic times. Challenges for improved digital capability are always present, every year in every higher education and research context.

CAUDIT supports and encourages Members to meet challenges. Across the sector, CAUDIT recognises and shares current best practice, and curates collective foresight about challenges on the horizon.

Meeting challenges requires strategic planning and positioning, alongside capability and confidence to adapt quickly, and innovate with daring and care. This section of the Annual Report highlights two CAUDIT activities that help Members manage 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 within and beyond ICT teams.
- The CAUDIT Awards, established in 2019, celebrate concerted efforts of ICT professionals to imagine, plan for, implement, and monitor changes that assist their colleagues to convert every challenge into an opportunity for better outcomes.

2021 CAUDIT AWARDS



In 2021, the CAUDIT Awards offered a national stage to acknowledge the substantive accomplishments of individuals and teams in CAUDIT Member institutions.

Despite the uncertainties imposed by the COVID pandemic, the 2021 Awards attracted thoughtful, enthusiastic applications in each Award category. Engagement by ICT teams and individuals, across the higher education and research sector, is tangible evidence of their pride and determination to exceed the higher expectations which the pandemic has placed on ICT performance and innovation.

The CAUDIT Awards celebrate the practical, implementable outcomes of digital expertise harmonised with transformational ideas. The Awards recognise advances that substantially improve the interface between students, academics, and professional staff, and the ICT systems and platforms on which their endeavours rely.

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.

Award categories and sponsors

Consistent with the Awards in 2019 and 2020, the 2021 CAUDIT Awards were offered in five categories. CAUDIT thanks the sponsor of each Award category.

Award recipients

Improving Student Success

The Award was received by the University of Canterbury's Kia Angitu – Student Success Programme Team for 'Analytics for Course Engagement (ACE): A predictive and proactive approach to student success'

Sponsored by:

servicenow

Innovation in Teaching and Learning

The Award was received by Griffith University's Learning Futures Development Team for the 'Backbone Toolkit (Location Explorer and Response Tool)'

Sponsored by:

catalyst

Excellence in Research Support

The Award was received by The University of Newcastle for the 'Automated Field of Research Classifier'

Sponsored by:

Dropbox Business

Operational Excellence

The Award was received by The University of Melbourne for 'SmartCampus' (an IoT / digital data platform used in day-to-day operations by the University's Smart Campus Team)

Sponsored by:

RESULTS
GROUP INTERNATIONAL
Creating High Performance Organisations, Teams & Individuals

Emerging Leader

The Award was received by Fadi Alja'fari from Deakin University

Sponsored by:

softwareONE

CAUDIT'S TOP TEN TOPICS FOR 2021

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. Each year the survey is modified to incorporate the changing profile of technology-related priorities across the sector.

Like previous Top Ten reports, the 2021 report intends to speak to the wider university community and provoke and inform discussion about an institution's current ICT needs, and its digital future.

As the report, released in August 2021, observed: 'COVID-19 has magnified dependence on high functioning ICT systems and services. It is true that much has changed. Yet while in many ways we now use ICT differently, ICT still continues to facilitate achievement of enduring goals that remain at the heart of educational and research missions'.

The report also stands as a 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 2021 Top Ten Topics are listed on the following page.

Notably, the three top-ranked topics in 2021 have remained the same since 2018.

- Information Security ranked first in 2021 and 2020, and second in 2018 and 2019.
- Student Success ranked second in 2021 and 2020 and first in 2018 and 2019.
- Business Transformation ranked third for the fourth consecutive year.

2021 Top Ten Working Party Members

Each year CAUDIT convenes a Top Ten Working Party which is closely involved in selecting the topics included in the survey, and in data analysis. The Working Party's contributions and willingness to share their insights and expertise merit CAUDIT's collective thanks.

The 2021 Top Ten Working Party Members were:

- Jeff Murray - Deputy Director Technology Platforms & Infrastructure, Swinburne University
- Stuart Hildyard - Executive Director and Chief Information Officer, La Trobe University
- Justin Richardson - Associate Director – IT services, The University of Auckland
- Samantha Searle - Manager, Digital Library Services, Griffith University
- Peter Seddon - Associate Director, Strategy, Architecture, Portfolio and Business Intelligence, The University of Western Australia
- Alex Tegg - Associate Director, Planning and Governance, Murdoch University



EXPANDED EXPLANATIONS FOR TOPICS RANKED 1-10 IN 2021

THEME 1: FOUNDATIONS

- | | | |
|----------|-----------------------------|--|
| 1 | Information Security | Embedding an Information Security approach to enable organisational outcomes |
| 8 | Digital Integrations | An outcome-driven enterprise architecture approach integrating ICT systems and agile developments with business objectives |

THEME 2: ENABLERS

- | | | |
|-----------|-------------------------|--|
| 7 | Leadership | As trusted advisor and partner, leading the institution and ICT team in a challenging environment |
| 9 | Modern Workplace | Meeting the changing needs of the modern ICT workforce across evolving physical and virtual environments and flexible work practices; attracting and retaining skilled staff in a very competitive ICT marketplace |
| 10 | Cultural Change | Changing organisation culture to support new ways of working; fostering a workplace that welcomes diversity, safety, and high performance |

THEME 3: OUTCOMES

- | | | |
|----------|--|---|
| 2 | Student Success | Improving student outcomes through the strategic alignment of technology |
| 3 | Business Transformation | Positioning ICT as a catalyst to support transformation of education and research, along with transforming the institution's business functions, by changing operating models (including AI and Robotic Process Automation) |
| 4 | New Models of Teaching and Learning | Identifying and supporting the use of innovative technology in teaching and learning |
| 5 | Delivering Services | Embedding agility, scalability and cost effectiveness across activities to deliver value to students and staff |
| 6 | Seamless User Experience | Ubiquitous service enabling students and staff to be and stay connected to their peers and colleagues |



GOVERNANCE

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

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

During 2021, ICT professionals from CAUDIT Members institutions contributed expertise, time, and care to CAUDIT's governance and outcomes. This section of the Annual Report records and acknowledges their contribution.



CAUDIT EXECUTIVE COMMITTEE



Warwick Calkin

Chief Information Officer
The University of Western Australia

President
from 16 June 2021



Niranjan Prabhu

Chief Information Officer
and Director, IT
Australian Catholic University

Vice President
from 16 June 2021



Gina White

Project Director
Charles Sturt University

Immediate Past President
From 16 June 2021



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
from 7 May 2016
Public Officer from 14 June 2017



Vito Forte

Director, Digital and Campus
Services, & CIO
Edith Cowan University

Ordinary Member
from 9 November 2020



Jason Mangan

Chief Technology Officer
The University of Auckland

New Zealand Representative
from 20 July 2021

GOVERNANCE OVERVIEW

2021 CAUDIT Annual General Meeting

CAUDIT's 2021 Annual General Meeting (AGM) was conducted online at 1.00pm on 11 June 2021. CAUDIT's President, Gina White, chaired the meeting and confirmed a quorum was present. The AGM was attended by 35 Member Representatives (including five proxies). Seven Member Representatives submitted apologies.

The Minutes of the 2020 AGM were circulated before the 2021 AGM and were unanimously confirmed as a true and accurate record.

The AGM also unanimously confirmed CAUDIT's 2020 Financial Report, and the 2020 Auditor's Report prepared by Bandle McAneney & Co.

The Chair asked CAUDIT's CEO, Anne Kealley, to chair Executive Committee elections. The AGM was informed that following a call for nominations for three positions, there was one nominee for Vice President and one nominee for Secretary. In accordance with the Constitution, the CEO declared Warwick Calkin re-elected as Vice President, and Kerry Holling re-elected as Secretary. Two nominations were received for the vacant position of Ordinary Member. In consequence, an online election was conducted. The CEO declared Vito Forte re-elected as Ordinary Member.

2021 CAUDIT General Meeting

CAUDIT's 2021 General Meeting (GM) was conducted online on 10 November 2021. CAUDIT's President, Warwick Calkin, chaired the meeting and confirmed a quorum was present. The AGM was attended by 42 Member Representatives (including six proxies). Five Member Representatives submitted apologies.

It was noted there was no GM in 2020 due to relaxed requirements under COVID constraints. Consequently, the Minutes of the 2019 GM were unanimously accepted as a true and accurate record of the meeting.

The Chair advised that Jenny Beresford had resigned as CAUDIT's CEO, and that Greg Sawyer was appointed as Interim CEO until a recruitment process was completed in 2022.

By majority vote the GM passed an increase in CAUDIT's 2022 Membership Fee. Also by majority vote, the GM waived Membership Fees for Members from Fiji and Papua New Guinea.

2021 CAUDIT Executive Committee Meetings

CAUDIT's Executive Committee convened seven times. All meetings achieved a quorum and were held online. Meeting dates were:

- 5 March, 2021
- 16 April 2021
- 7 May 2021
- 16 June 2021
- 20 August 2021
- 1 October 2021
- 1 December 2021

Cyclic policy review

CAUDIT's Executive Committee regularly reconsiders CAUDIT's policies. In 2021 a review was concluded of the CAUDIT Supporting Communities of Practice Policy.

CAUDIT STAFF



Greg Sawyer
Interim Chief Executive Officer



Steven Wojnarowski
Director – Analytics & Strategic Initiatives



Vacant
Director – Cybersecurity Program



Steve Johnston
Director – Strategic Procurement



Cassandra Spencer
Director Capability and Experience



Andrew Nolan
Strategic Procurement Officer



Miranda Curran
Procurement Officer



Larissa Denham
Manager – Partner Program



Hannah Bowyer
Communications Lead



Semir Cerkic
Events & Admin Support Officer

CAUDIT MEMBERS AND MEMBER REPRESENTATIVES

National



Australian Catholic University
(Member)

Niranjan Prabhu
Chief Information Officer,
and Director, Information
Technology



**Australian Institute
of Marine Science**
(Affiliate Member)

James Smith
Manager ICT Services



**Australian Nuclear Science
and Technology
Organisation (ANSTO)**
(Affiliate Member)

Marianne Morton
Chief Information
Digital Officer



CSIRO
(Affiliate Member)

Brendan Dalton
Chief Information Officer



**Defence Science and
Technology Group**
(Affiliate Member)

Peter Shoubridge
Acting Chief
– Research Services



Engineers Australia
(Affiliate Member)

Andrew Sinclair
National Manager ICT



**Garvan Institute
of Medical Research**
(Affiliate Member)

Esteve Mayolas
Head of Information
Technology



Geoscience Australia
(Affiliate Member)

Anna Pearce
Acting Chief Information
Officer



Open Universities Australia
(Associate Member)

Siebert Lubbe
Chief Engineer



**The University of
Notre Dame Australia**
(Member)

Darryl Kefford
Chief Information
Technology Officer

Australian Capital Territory



**The Australian National
University**
(Member)

Jonathan Churchill
Chief Information Officer



University of Canberra
(Member)

Stefano Batts-Cirilli
Acting Chief Digital
Information Officer



**UNSW Canberra
– Australian Defence
Force Academy**
(Member)

Vacant



**The Defence Learning
Environment (DLE)**
(Affiliate)

Rohan Edwards
Director Defence Learning
Technologies

CAUDIT MEMBERS AND MEMBER REPRESENTATIVES – CONTINUED

New South Wales



Charles Sturt University
(Member)

Rick Vosila

Executive Director, Division of Information Technology



Macquarie University
(Member)

Tim Hume

Chief Information Officer



Southern Cross University
(Member)

Naomi Downs

Acting Director, Technology Services



The College of Law
(Affiliate Member)

Andrew Cooper

Director, Technology and Information Systems



The University of New England
(Member)

Angie Hendrick

Chief Information Officer, Information Technology Directorate



The University of Newcastle
(Member)

Anthony Molinia

Chief Information Officer



The University of Sydney
(Member)

Trevor Woods

Chief Information Officer



University of Technology, Sydney
(Member)

Christine Burns

Chief Information Officer



University of Wollongong
(Member)

Fiona Rankin

Director, Information Management & Technology Services



UNSW Sydney
(Member)

Mark Griffith

Director of Customer Service Delivery



UTS College
(Affiliate Member)

Ian Palmer

Head, Information Technology and Digital Services



Western Sydney University
(Member)

Kerry Holling

Chief Information and Digital Officer

Northern Territory



Charles Darwin University
(Member)

Pat Gould

Chief Information Officer and Director

CAUDIT MEMBERS AND MEMBER REPRESENTATIVES – CONTINUED

Queensland



Bond University
(Member)
Marlon Sayer
Director, Information
Technology Services



**Central Queensland
University**
(Member)
Roy Pidgeon
Deputy Vice-President,
Digital Services



Griffith University
(Member)
Alistair Burton
Acting Chief Digital Officer



James Cook University
(Member)
Geoff Purcell
Chief Digital Officer



**Queensland University
of Technology**
(Member)
Huw Davies
Chief Information Officer



The University of Queensland
(Member)
Rowan Salt
Chief Information Officer



**University of Southern
Queensland**
(Member)
Scott Sorley
Executive Director,
ICT Services



**University of the
Sunshine Coast**
(Member)
Andrei Clewett
Director, ICT Solutions

South Australia



Flinders University
(Member)
Luke Havelberg
Chief Information Officer



The University of Adelaide
(Member)
Bev Wright
Chief Information Officer



University of South Australia
(Member)
Paul Sherlock
Chief Information Officer
(Library and Information
Technology)

Tasmania



University of Tasmania
(Member)
Adrian Dillon
Chief Information Officer

CAUDIT MEMBERS AND MEMBER REPRESENTATIVES – CONTINUED

Victoria



Deakin University
(Member)
Craig Warren
Acting Chief Digital Officer



**Federation University
Australia**
(Member)
Sahar Oujil
Director, Information
Technology Services



La Trobe University
(Member)
Stuart Hildyard
Chief Information Officer



Monash University
(Member)
Teresa Finlayson
Chief Digital Officer and
Student Services Officer



RMIT University
(Member)
Sinan Erbay
Chief Information Officer



**Swinburne University of
Technology**
(Member)
Jeff Murray
Acting Chief
Information Officer



The University of Melbourne
(Member)
Byron Collins
Executive Director
– Business Services & Chief
Technology Officer



Victoria University
(Member)
Zoran Sugarevski
Executive Director

Western Australia



Curtin University
(Member)
Jason Cowie
Chief Information Officer



Edith Cowan University
(Member)
Vito Forte
Director – Digital and
Campus Services, and Chief
Information Officer



Murdoch University
(Member)
Alex Tegg
Acting Director, Information
Technology Services



**The University of Western
Australia**
(Member)
Warwick Calkin
Chief Digital & Information
Officer

Fiji



Fiji National University
(Associate Member)
Tiko Domonakibau
Director – Information,
Communications and
Technology



**University of the
South Pacific**
(Associate Member)
Kisione Finau
Director, Information
Technology Services

CAUDIT MEMBERS AND MEMBER REPRESENTATIVES – CONTINUED

New Zealand



Auckland University of Technology
(Member)
Liz Gosling
Chief Information Officer



Lincoln University
(Associate Member)
Fiona Taylor
Director, Information Technology Services



Massey University
(Associate Member)
Richard Williams
Chief Information Officer



The University of Auckland
(Member)
Jason Mangan
Director, Information Technology Services



University of Canterbury
(Associate Member)
Michael Oulsnam
Chief Digital Officer



University of Otago
(Member)
Mike Harte
Director, Information Technology Services



University of Waikato
(Associate Member)
Eion Hall
Chief Information Officer



Victoria University of Wellington
(Associate Member)
Stuart Haselden
Director, Information Technology Services

Papua and New Guinea



Divine Word University
(Associate Member)
Kevin Kosala
Director – ICT Services



PNG University of Technology
(Associate Member)
Bill Tomon
Acting Director – ICT Services



University of Papua New Guinea
(Associate Member)
William Tapio
Director, Information Communication Technology Services

CAUDIT COMMITTEES

Strategic Procurement Committee

| | |
|---------------------------|---|
| Vito Forte, Chair | Director Digital and Campus Services and CIO, Edith Cowan University |
| Chris Anderson | Manager, Technology Procurement, Queensland University of Technology |
| Lisa Burley | Associate Director, Procurement and Commercial, RMIT University |
| Anna Cakal | Director, Strategic Operations, Monash University |
| Mark Caldwell | Category Specialist, Procurement and Licensing, Financial Services |
| Jonathan Churchill | Chief Information Officer, Australian National University |
| Derek Farrell | ITS Vendor Performance and Commercial Manager, Murdoch University |
| Kerry Holling | Chief Information and Digital Officer, Western Sydney University |
| Jeff Stafford | Head of IT Sourcing and Partnerships, Griffith University |
| Luke Walford | Associate Director & Infrastructure Manager, Southern Cross University |
| Anthony Wishart | Associate Director, Solutions Delivery and Operations. Murdoch University |
| Miranda Curran | Strategic Procurement Officer, CAUDIT |
| Steve Johnston | Director, Strategic Procurement, CAUDIT |
| Andrew Nolan | Strategic Procurement Officer, CAUDIT |

Benchmarking Advisory Committee

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

CAUDIT COMMITTEES

Autumn Members Meeting Program Committee

| | |
|------------------------|--|
| Sean Elwick | Chief Information Officer, Swinburne University of Technology |
| Niranjan Prabhu | Chief Information Officer and Director, IT, Australian Catholic University |
| Chelsea Cannedy | Event and Engagement Manager, CAUDIT |
| Semir Cercic | Events and Collaboration Officer, CAUDIT |

Spring Members Meeting Program Committee

| | |
|--------------------------|--|
| Teresa Finlayson | Chief Digital Officer and Student Services Officer, Monash University |
| Niranjan Prabhu | Chief Information Officer and Director, IT, Australian Catholic University |
| Jenny Beresford | Former CEO, CAUDIT |
| Chelsea Cannedy | Event and Engagement Manager, CAUDIT |
| Semir Cercic | Events and Collaboration Officer, CAUDIT |
| Greg Sawyer | Director, Cybersecurity Program, CAUDIT |
| Cassandra Spencer | Director Capability and Experience, CAUDIT |

AHECS Executive Steering Committee

| | |
|-------------------------------|--|
| Karl Sellman, Chair | Deputy Director, ICT Infrastructure and Cyber Security Information Strategy and Technology Services, The University of South Australia |
| Jason Mangan | Chief Technology Officer, The University of Auckland |
| Heath Marks | Chief Executive Officer, AAF |
| Scott Sorley | Executive Director, ICT Services, University of Southern Queensland |
| David Stockdale | Deputy Director, Information Technology Services, The University of Queensland and Director, AusCERT |
| Craig Warren | Chief Digital Officer, Deakin University |
| David Wilde | Chief Technology Officer, AARNet |
| Neil Fenemor (backup) | Manager, Technology and Architecture, REANNZ |
| Angus Griffin (backup) | Director, Customer Relations, AARNet |
| Mike Holm (backup) | Operations Manager, AusCERT |
| Greg Sawyer | Interim Chief Executive Officer, CAUDIT |

CAUDIT COMMITTEES

AHECS Operations Group

| | |
|---------------------------|---|
| Greg Sawyer, Chair | Interim Chief Executive Officer, CAUDIT |
| Scott Beven | Deputy Director, ICT Delivery, Charles Darwin University |
| Mark Brodsky | Associate Director, Strategy and Program Delivery, Australian Catholic University |
| Matthew Corfiatis | Senior Network Engineer, REANNZ |
| Neil Fenemor | Manager, Technology and Architecture, REANNZ |
| Mike Holm | Operations Manager, AusCERT |
| Russell Ianniello | Senior Developer, AAF |
| Fadi el Jafari | Information Security and Risk Manager, Deakin University |
| Tim Lane | Acting Senior Manager, Risk and Compliance, Griffith University |
| James Ng | General Manager, Security and Operations, AARNet |
| Dave O'Loan | Cyber Security Specialist, AARNet |
| Niranjan Prabhu | Chief Information Officer, Australian Catholic University |
| Geoff Thonon | Operations Manager, AusCERT |
| Mandy Turner | Manager, Cyber Security Operations Centre, The University of Queensland |

AHECS Cybersecurity Summit Organising Committee

| | |
|----------------------------|---|
| Anne Kealley, Chair | Former CEO, CAUDIT |
| Chelsea Cannedy | Manager, Events and Chief Project Officer, CAUDIT |
| Semir Cercic | Events and Collaboration Officer, CAUDIT |
| Greg Sawyer | Interim Chief Executive Officer, CAUDIT |

Cybersecurity Panel

| | |
|----------------------------------|--|
| Dushyant Sattiraju, Chair | Team Lead, Cyber Security Operations, Deakin University |
| Michael Alberghini | Manager, Digital Governance, Operations, Risk & Security, Edith Cowan University |
| Conrad Dare-Edwards | Manager, Systems, Charles Sturt University |
| Tim Lane | Acting Senior Manager, Risk and Compliance, Griffith University |
| Barry Pollard | Manager, ICT Contracts and Service Improvement, University of the Sunshine Coast |
| Indianna Rapsey | Head of Digital Trust, Griffith University |
| Nitin Singh | Director of Cyber Security, Victoria University |
| Jeff Stafford | Head of IT Sourcing and Partnerships, Griffith University |
| Steve Johnston | Director, Strategic Procurement, CAUDIT |
| Greg Sawyer | Interim Chief Executive Officer, CAUDIT |

CAUDIT WORKING GROUP

Top Ten Topics 2021 Working Group

| | |
|--------------------------|--|
| Stuart Hildyard | Executive Director and Acting Chief Information Officer, La Trobe University |
| Jeff Murray | Deputy Director, Technology Platforms and Infrastructure, Swinburne University |
| Justin Richardson | Associate Director, IT services, The University of Auckland |
| Samantha Searle | Manager, Digital Library Services, Griffith University |
| Peter Seddon | Associate Director, Strategy, Architecture, Portfolio and Business Intelligence, The University of Western Australia |
| Alex Tegg | Associate Director, Planning and Governance, Murdoch University |

AHECS Workstream: Third Party and Cloud Assessments

| | |
|---------------------------|--|
| Greg Sawyer, Chair | Director, Cybersecurity Program (Chair), CAUDIT |
| Karl Sellmann | Deputy Director: ISTS, UniSA |
| Darren Castelyn | Associate Director - Security, Information, Records, and Risk, Massey University |
| Fadi el Jafari | Information Security & Risk Manager, Deakin |
| Mark Laffan | Cyber Security Operations Engineer, Australian Catholic University |
| Dan Maslin | CISO, Monash |
| Stephanie Park | Manager, Cybersecurity Governance, RMIT |
| Nitin Singh | Director, VU Cyber & Digital Networks, Victoria University |
| James Smith | Manager – ICT Services, Australian Institute of Marine Science |
| Kim Valois | CISO, Flinders University |

CAUDIT COMMUNITIES OF PRACTICE

Student Systems Community

(formerly Student Data Community)

| | | |
|-------------------|-----------------------|---------------------------|
| Chair from Nov 21 | Ben Carruthers | University of New England |
| Chair to Nov 21 | Greg Sawyer | CAUDIT |

Business Analysis Community

| | | |
|-------|--------------------|-------------------|
| Chair | Janet Green | Deakin University |
|-------|--------------------|-------------------|

Cybersecurity Community

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

Enterprise Architecture Community

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

Identity and Access Management Community

| | | |
|------------------|----------------------|-------------------------------|
| Co-chair | Sam Aoun | Murdoch University |
| Co-chair | Joe Standen | The University of Auckland |
| Leadership Group | Andrew Albert | Griffith University |
| Leadership Group | Ben Hatton | University of New South Wales |
| Leadership Group | Clive Keylard | The University of Canterbury |

P3M (Portfolio, Program and Project Management) Community

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

University Software Licensing Community

| | | |
|------------------------------|---------------------------|---------------------------|
| Chair | Jeff Stafford | Griffith University |
| Deputy Chair | Anne Cameron | Monash University |
| Secretary | Emiliano Fisanotti | University of Sydney |
| Membership and Comms 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 |

The following Communities did not appoint Chairs during 2021

- Associate Directors
- Dev Ops
- Information Management & Analytics
- Library IT
- Research Support

CAUDIT LEADERSHIP INSTITUTE – FACULTY MEMBERS

| | | |
|------------------------|--|--------------------------------------|
| Sarah Chaloner | CAUDIT Leadership Institute Director, and Chief Digital Officer | Cancer Institute NSW |
| Jill Benn | University Librarian | University of Western Australia |
| Warwick Calkin | CAUDIT President, and Chief Information Officer | University of Western Australia |
| Kerrie Campbell | Principal Consultant | UXC Consulting Group |
| Michael Cato | Senior Vice President and Chief Information Officer | Bowdoin College, USA |
| Eion Hall | Director, Information Technology Services | University of Waikato |
| Linda Jorn | Associate Vice Provost – Learning Technologies, and Director – Academic Technology | University of Wisconsin-Madison, USA |



CAUDIT MANAGERS PROGRAM – PARTICIPANTS

Central Queensland University

Stephanie Jameson Leader, Frontline Client Services

Charles Sturt University

Julianne Harper Manager, Personal Computing

Deakin University

Simone Prowse Product Delivery Manager

Ronnie Sejean Digital Platform Manager

Defence Science and Technology Group

Drew Maetze Infrastructure Operations Team Leader

Flinders University

Adam Dray Senior IDS Change Delivery Capability Lead

Leigh Hoppenbrouwers Interim Lead, Audio Visual, Simulation & Event Services

Richard Jesson Service Delivery Support Lead

James Cook University

Katrina Beauchamp Acting Head Student Systems

Elizabeth Hazelton Student Systems Administrator

The University of New England

Karl Angel Senior Systems Analyst & Developer

The University of Newcastle

Charles Morrell Business Support Coordinator

Michael Skerritt DevOps Engineering Lead

The University of Western Australia

Supreeth Vadiraja Budhya IT Service Delivery Manager

Anthony McLean IT Portfolio Manager

Owen Que Manager, Cyber Security Solutions

Gabor Sirko Technology Risk Manager

University of Canberra

Dragi Georgievski Team Lead, Client Services

Thomas Hambleton Team Lead, Records

University of Southern Queensland

Vee Ferreira Team Leader, Service Management

Maree O'Brien ICT Supplier Engagement Officer

CAUDIT MANAGERS PROGRAM – PARTICIPANTS - CONTINUED

University of Waikato

| | |
|------------------------|--------------------------------|
| Layton Aplin | Systems Infrastructure Manager |
| Hamish Hamilton | ICT Procurement Lead |

University of Wollongong

| | |
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| Celbert Sami | Enterprise Services Manager |
|---------------------|-----------------------------|

UNSW Sydney

| | |
|-----------------------------|--------------------------|
| Walter Brkic | Head, Workplace Services |
| Manjula Gowrishankar | Technology Manager – HR |
| Tun Win Lwin | IT Security Architect |

UTS:Insearch

| | |
|----------------------|-------------------------|
| Jane Galloway | ITDS Operations Manager |
|----------------------|-------------------------|

Victoria University of Wellington

| | |
|----------------------|------------------------------|
| Ash McPherson | Applications Support Manager |
|----------------------|------------------------------|

Western Sydney University

| | |
|------------------------|-------------------------|
| Nathan McKinlay | eResearch Analyst |
| Linda Runnalls | Senior Business Analyst |
| Roger Splarn | Senior Business Analyst |



Stay in touch with CAUDIT on:

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