

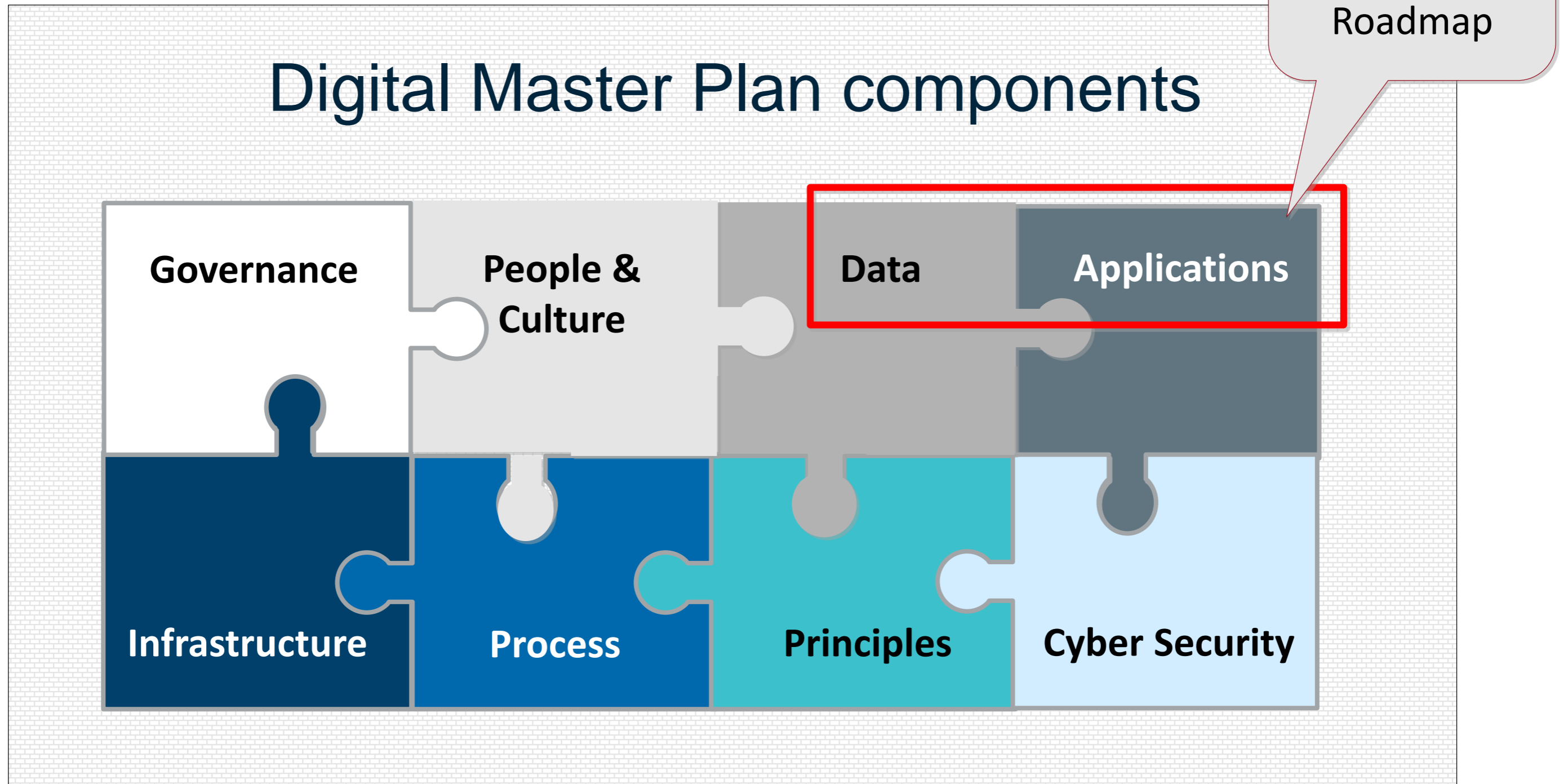


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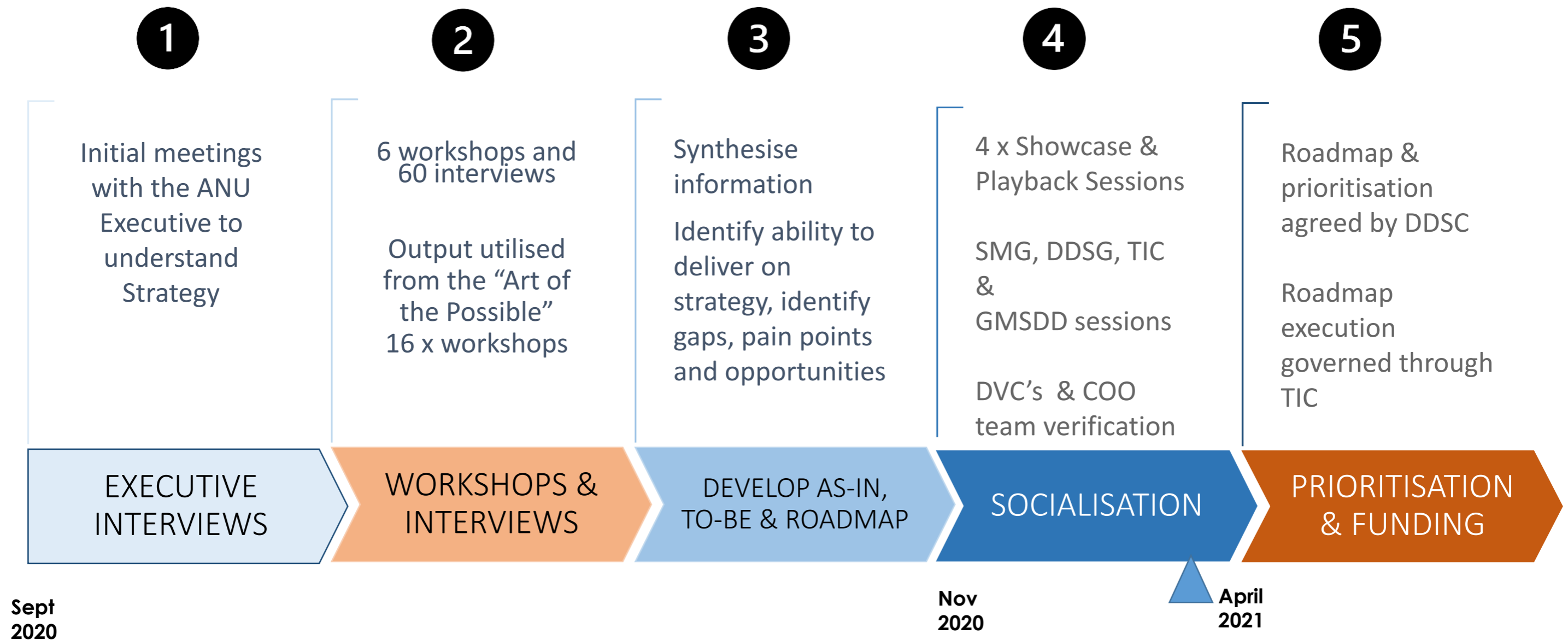
Application & Data Roadmap Socialisation



Where does the Application & Data Roadmap fit in relationship to the Digital Master Plan?



What was the process in development of the Application and Data Roadmap?



Who was involved?.... Interviews and Workshops

Barbara Miles	Vice-President	ANU Advancement	Sharon Ferry	Team Member	Facilities & Services
Brian Soucie	Head, Advancement Systems	ANU Advancement	Trent Orchard	Service Delivery Manager	Facilities & Services
Janice Carruthers	Director, Advancement Services and Operations	ANU Advancement	Janine Hodda	Senior Business Analyst	Finance & Business Services
Kay Connell	Head, Advancement Solutions	ANU Advancement	Trevor Langtry	Manager	Finance & Business Services
	Advancement Services		Colin Faith	Team Member	HR
Anthony Pages	General Manager and Deputy CEO	Business Development	Eric Li	Senior Business Analyst	HR
Ellen Bussell	Head of Project Management	Business Development	Jo Poole	Senior Business Analyst	ITS
Elouise O'Toole	Team Member	Business Development	April Weiss	Associate Director Applications	ITS
Jo Bryant	Office Manager / IP Administrator	Business Development	Allyson Aarons	Project Manager	ITS
Susan Blain	Head of Engagement & Marketing	Business Development	Cathy Lenaghan	Project Manager	ITS
David Donaghue	Manager, Research and Finance Services	CAP	Chris Lawrence	Systems Administrator	ITS
Matthew Talbot	General Manager	CASS	Genevieve Turner	Senior System Support Specialist	ITS
Dr Terhi Nurmikko-Fuller	Senior Lecturer in Digital Humanities	CASS	George Seaton	Team Member	ITS
Grazia Scotellaro	Team Leader and Senior Education Designer	CASS	Harish Chakravarthy	System Support Officer	ITS
Yana Potrebica	General Manager	CBE	Jia Huey Chew	Programmer	ITS
Vinh Lu	Assoc. Dean (Advancement & Engagement)	CBE	John Mostovoy	Project Manager	ITS
Jochen Trumpf	Director (Software Innovation Institute)	CECS	Kevin Knox	Manager, Audio Visual Services	ITS
Duane Findley	General Manager	CECS	Lu Chen	Business Analyst	ITS
Nick Birbilis	Deputy Dean	CECS	Lynne McDonald	Associate Director, Service Delivery	ITS
Elanor Huntington	Dean	CECS	Melanie Edwards	Systems Developer	ITS
Professor Genevieve Bell	Distinguished Professor	CECS	Michael Livesey	Team Member	ITS
Will Grant	Graduate Studies Convener	Centre for the Public Awareness of Science	Ming Jiang	System Support Specialist	ITS
Navnit Maudgil	Team Member	CISO's Office	Minh-Tam Nguyen	Team Member	ITS
David Howse	Security Architect	CISO's Office	Paul Davidson	Unix Systems Manager	ITS
Matt McGowan	Security Architect	CISO's Office	Paul Yeoh	Technical Lead, PeopleSoft Systems	ITS
Shankar Arjunan	Security Architect	CISO's Office	Peter Ness	Manager, Applications Development & Support	ITS
Dr Alexandra Webb	Senior Lecturer	College of Health & Medicine	Roma Rosette	Project Manager	ITS
Professor Lyndall Strazdins	Director	College of Health and Medicine	Roy Chan	Drupal Developer	ITS
Nick Walsh	School Manager	Crawford School of Public Policy	Ruchika Bhasin	Team Member	ITS
Liza Flanagan	Deputy Manager	Crawford School of Public Policy	Sachin Ramnani	Project Manager	ITS
Benjamin Schwessinger	-	Division of Plant Science	Selina Walmsley	Project Manager	ITS
Jane O'Dwyer	Vice-President	Engagement and Global Relations	Trent Schultheis	Manager, Database & Integration Services	ITS
Murali Maheswaran	Human Centred Design Specialist	External	Zulqarnain Ahmad	Systems Developer	ITS
Nicki Middleton	Director	Facilities & Services	Graham Mann	School Director	JCSMR
Brendan Mackintosh	Security Operations Manager	Facilities & Services	Donelle Claudianos	General Manager	Joint Colleges, Science, Health and Medicine
Cara Jacobs	Team Member	Facilities & Services	Brian Cooke	Team Leader, Continuing Education	Learning & Teaching
Lucas Owen	Security Operations Manager	Facilities & Services	Jenny Edwards	Senior eLearning Designer	Learning & Teaching
Mark Prichard	Team Member	Facilities & Services	Kim Blackmore	Director, Teaching & Learning	Learning & Teaching
Rajeel Naicker	Team Member	Facilities & Services	Sherry Lo	Learning Management Technology Specialist	Learning & Teaching
			Tim Grace	Senior Manager, Education Communities & Environments	Learning & Teaching

Who was involved?.... Interviews and Workshops

Skye Forster	Director	Marketing & Student Recruitment	Cathy Meng	Manager, Domestic Admissions	Student Administration
Brent Hartland	Deputy Manager, Customer Experience	Marketing & Student Recruitment			
Manal Nehme	Project Manager, Marketing Infrastructure	Marketing & Student Recruitment			
Simone Chrysochoides	Associate Director, Marketing Infrastructure	Marketing & Student Recruitment	Duc Nguyen	Senior System Support Officer	Student Administration
Erica Goatcher-Bergmann	Associate Director, Marketing Insights & Intelligence	Marketing & Student Recruitment	Fatima Hicks	Business Analyst	Student Administration
Sandra Towle	Executive Officer	Office of the DVC-A			
Richelle Hilton	Director	PPM			
Leone Nurbasari	Associate Director, Reporting and Analytics	PPM	Jo Higgins	Assistant Registrar	Student Administration
Jason Mazanov	Manager, Evaluations	PPM	Joan Angel	Deputy Registrar	Student Administration
Sam Angove	Data Delivery Architect	PPM			
Scott Smith	Team Member	PPM	Jonathan Peters	Manager, Systems & Development	Student Administration
Penny King	Associate Professor	Research School of Earth Sciences			
Adrian Sheppard	-	Research School of Physics & Engineering	Ruckmini Edirisinghe	Team Member	Student Administration
			Sarah Bayes	Manager, Scholarships	Student Administration
			Sarah Hawkins	Deputy Registrar, Admissions and Scholarships	Student Administration
Scott Walker	Deputy Director of Residential Experience	Residential Experience			
Andrew Gibson	Manager, Research Systems	RSD			
Sophie Holloway	Associate Director, Research	RSD	Grady Venville	DVC Academic	University Executive
Erin Gallant	Manager, Digital Scholarship	Scholarly Information Services	Anna Tsikouris	Chief Financial Officer (Interim)	University Executive
Jonathan Dean	EDRMS Administrator	Scholarly Information Services	Ian Anderson	DVC Student & University Experience	University Executive
Kathryn Dan	University Archivist, Associate Director Records & Archives	Scholarly Information Services	Suthagar Seevaratnam	Chief Information Security Officer	University Executive
Mark Huppert	Library Systems and Web Coordinator	Scholarly Information Services			
Roxanne Missingham	University Librarian	Scholarly Information Services	Professor Royston Gustavson	PVC Education (Interim)	University Executive
Sarah Lethbridge	Archivist	Scholarly Information Services			
Katrina Grant	Lecturer in Digital Art History	School of Archaeology & Anthropology	Professor Sally Wheeler	PVC International Strategy/Dean	University Executive, COL
Lakshmi West	Director	SIG	Mark Egan	Chief Procurement Officer	UPCO
Amanda Snashall	Director (Intelledox Digital Transformation Centre)	SIG	Andrew Staniforth	Head of ANU Counselling	Wellbeing University Experience
Will Henderson	Senior Technical Lead (Intelledox)	SIG			
Nandha Kathirgamarajah	Solutions Lead (Intelledox)	SIG	Jenn Gagnon	Senior Counsellor	Wellbeing University Experience
Debra Thomas	Strategy and Planning Manager	SIG			
Alex Wood	Manager (Acting), Academic Standards and Quality	Student Administration			
Andrew Alcorn	International Admissions Manager	Student Administration	Tania Willis	Associate Director, Wellbeing	Wellbeing University Experience
Beth Harris	Manager (Acting), Examinations Graduations and Prizes	Student Administration			
Brendon Colquhoun	Manager Examinations Graduations and Prizes	Student Administration			

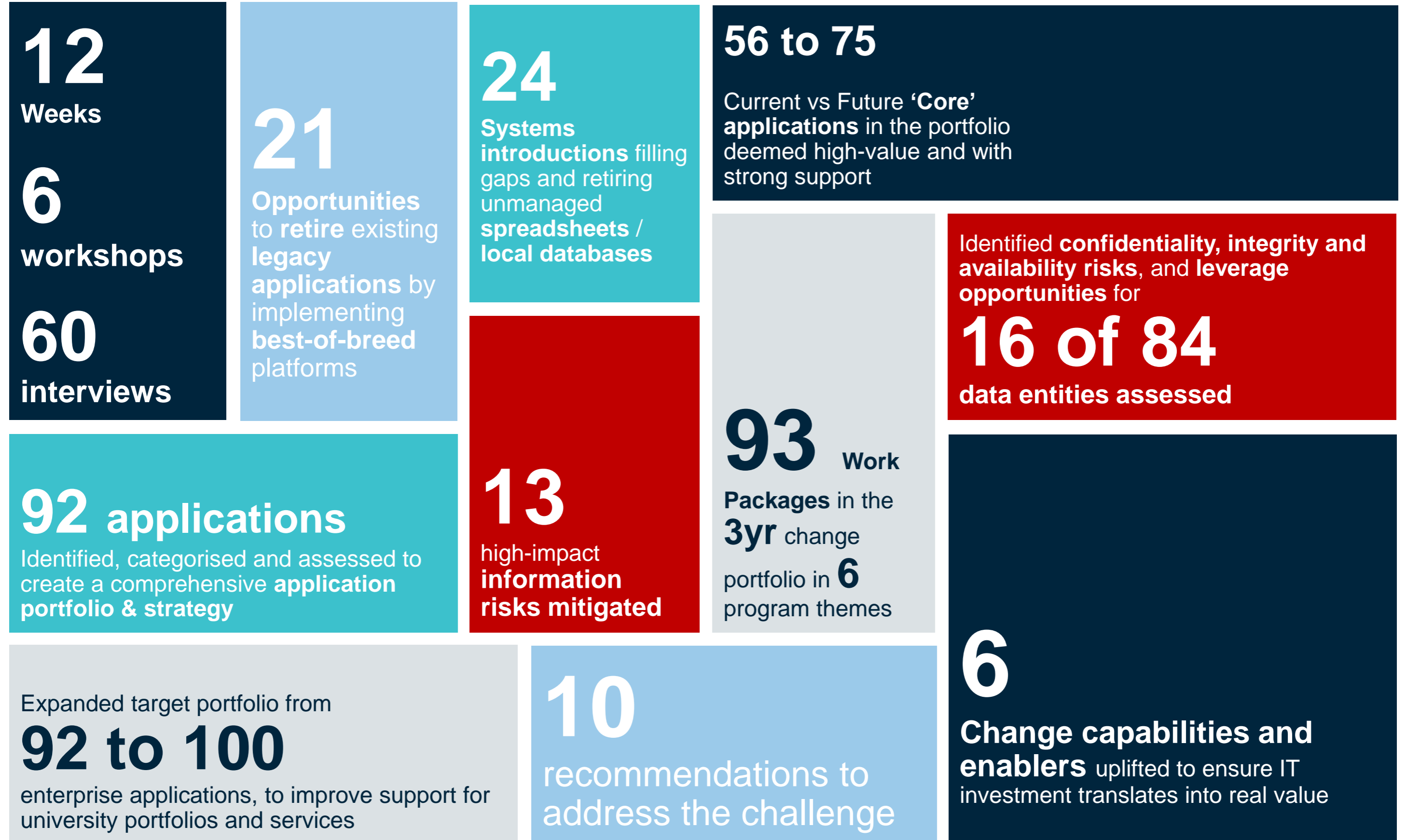
Who was involved?.... Interviews and Workshops – “Art of the Possible” input

Brian Soucie	Head, Advancement Systems	ANU Advancement	Lucy Boom	Associate Director, PD&E	ITS
Rose Faunce	Research Services Co-ordinator	CAP	Drew Treasure	IT (CBE)	ITS
Liza Flanagan	Deputy Manager, Student Engagement	CAP	Helen Duke	Deputy CIO	ITS
Grazia Scotellaro	Deputy Manager, Digital learning (TELRG)	CAP	Kevin Knox	Manager, Audio Visual Services	ITS
Sean Downes	Deputy Manager, College Admin	CAP	Minh-Tam Nguyen	Technical Lead, T&L Technology (Alt. Ming Jiang)	ITS
Carol Hayes	ANU Distinguished Educator specialises in online language education	CAP	Paul Davidson	Unix Systems Manager	ITS
Sej Malde	Manager, Research Office	CASS	Peter Ness	Manager, Application Development & Support	ITS
Mitchell Whitelaw	School of Art & Design	CASS	Rayna Singh	Business Analyst – Architecture	ITS
Katrina Grant	Lecturer in Digital Art History	CASS	Heather Hudson	Service Manager, Service Delivery & Engagement	ITS
Steven McEachern	Centre for Social Research and Methods	CASS	Kim Szerdahelyi	EA to CIO & Deputy CIO (Garry Whately/Helen Duke)	ITS
Katherine Bode	ARC Future Fellow in Digital Humanities	CASS	Philippa Ryan	Convenor of the Australian Legal Technology Education Network,	LAW
Bianca Vecchio	EA to Dean of CASS (Rae Frances)	CASS	Jeanine Fras	Legal Office Manager	LAW
Cait Rawson	Education Governance	CBE	Cam Roles	Sub Dean & Lecturer	LAW
Hollie Herne	Educational Technologist (TELRG)	CBE	Jen Xiang	CLT	Learning & Teaching
Tim Bateman	Finance & Research Manager	CBE	Janene Harman	CLT	Learning & Teaching
Anton Kriz	Research School of Management	CBE	Tim Grace	Education Communities & Environments Team, Manager, CLT	Learning & Teaching
Katherine Daniell	Associate Dean (Education)	CECS	Kim Blackmore	Director of the Centre for Learning and Teaching	Learning & Teaching
Gabrielle Vannithone	EA to Director 3A Institute (Genevieve Bell)	CECS	Karen Sanecki-Jones	Senior Centre Administrator, CLT	Learning & Teaching
Misha Hutchings	Deputy Manager, Research Office	CHM	Erin Gallant	Manager Digital Scholarships,	Library
Alexandra Webb	ANU Distinguished Educator, and Chair of the Technology Enhanced Learning Reference Group	CHM	Catherine Ziegler	Archivist, Scholarly Information Services / Library	Library
Yan Zhang	Contract Manager, UPCO	Finance & Business Services	Margaret Prescott	EA to University Librarian (Roxanne Missingham)	Library
Shefali Segal	Project Manager Financial Systems	Finance & Business Services	Brent Hartland	Deputy Manager, Customer Experience	Marketing
Trishita McHugh	EA to Chief Finance Officer (Anna Tsikouris)	Finance & Business Services	Simone Chrysochoides	Program Manager, CRM	Marketing
Jodie Mildenhall	Associate Director, Global Engagement	Global Engagement	David Pearson	Associate Director, Digital Communications	Marketing
Courtney Lawless	Senior Consultant – Organisational Change	HR	Montserrat Alvarez Klee	Research Officer	NCIS
Will Stuart	EA to Director HR	HR	Paul Oakes	Associate Director, Reporting and Analytics	PPM
Christiarne Carroll	International Coordinator	ISP	Douglas Robertson	Director, Research Services	RSD
Wendy Kember	EA to Pro-Vice Chancellor-International Strategy (Sally Wheeler) / EA to Dean, ANU College of Law (Joanne Fitzpatrick)	ISP, LAW	Irwan Krisna	Manager, Research Reporting and Analysis	RSD
Adam Reed	Enterprise Architect	ITS	Sophie Holloway	AD Research Analysis, Systems & Integrity	RSD
Aulia Putri	Business Analyst	ITS	Andrew Gibson	Research Systems Manager	RSD
Asif Munshi	Business Analyst	ITS	Jamie Kidston	Manager, Multimedia Communication & Production	SCAPA
Mounika Paka	Test Analyst	ITS	Jarrah Aguera-Betts	Digital Communications Coordinator	SCAPA
Linda Elasad	Project Support	ITS	Kylie Johnson	Deputy Director, Communications and Engagement	SCAPA
Lu Chen	Business Analyst	ITS	Rose Schmedding	Senior Communications and Public Affairs Officer	SCAPA
			Caroline Chapman	Education Governance, Science	Science




Who was involved? Interviews and Workshops – “Art of the Possible” input

Erin Walsh	Research on Ageing Health & Wellbeing, Science	Science
Paul Francis	ANU Distinguished Educator, CoS; experienced with EdX; a leader in online education at ANU	Science
Claudia Villegas	EA to Director SIG (Lakshmi West)	SIG
Narelle Buckley	Deputy Manager, ASQO	Student Administration
Joan Angel	Deputy Registrar – Academic Administrative Services, DSAAS	Student Administration
Cathy Meng	Manager, Domestic Admissions, DSAAS	Student Administration
Scott Walker	Deputy Director, Residential Experience Division, DSAAS	Student Administration
Vivien Silvey	Learning Adviser, Academic Skills, DSAAS	Student Administration
Tilly Hickenbotham	Manager Global Programs, DSAAS	Student Administration
Ms Rita Coopman	EA to DVCA/ Deputy Vice-Chancellor (Student and University Experience)/Pro Vice-Chancellor (Education)	Student Administration
Dzung Vo	Assistive technology project officer, Access & Inclusion	Student Administration
Reshad Heckbarally	Manager, Access & Inclusion	Student Administration
James Piira	-	Students
Tia Gray	-	Students
Steven Worthington	-	Students
Stephen Darlington	-	Students
Ms Michelle Roach	EA to Chief Operating Officer (Paul Duldig)	University Executive
Ms Bronwyn Reardon	EA to DVC R&I (Keith Nugent)	University Executive

What was the outcome?.... The Roadmap by Numbers



Enabling Effective IT Change

What we will do			How we will do it	
 <p>1</p>	 <p>2</p>	 <p>3</p>	 <p>4</p>	 <p>5</p>
<p>Renewed priority for Research and Learning & Teaching</p>	<p>Improve relationship management to enhance experience and satisfaction</p>	<p>Enhance collaboration for all constituencies</p>	<p>Strategically invest in IT initiatives with University Experience at the Core</p>	<p>Learn fast, pivot fast and fail fast</p>
<ul style="list-style-type: none"> • Reprioritise Research and L&T / Student with budget savings from deferred upgrades • Resolve core platform gaps in research • Lift user experience and capabilities of L&T platforms • Lift engagement (CRM) and experience (streamlined processes, UI and quality data) 	<ul style="list-style-type: none"> • Needs include whole Student Lifecycle, Student Support, B2B / B2G and Research relationships • Unified data model of relationships, with support for local business processes and requirements • Discovery and planning - needs have changed since initial CRM planning • Significant returns from basic functionality • Not one size fits all, but a focus on particular use cases - finding the appropriate fit that address business and customers' needs • Address information governance, management, and security • Reflect on the evolution of relationship and experience capabilities, and what we can learn for rapid uplift of engagement capabilities 	<ul style="list-style-type: none"> • Collaboration covers more than just the basic traditional collaboration platforms like MS Teams / SharePoint, and video platforms like Zoom • Specialised platforms and processes are needed to support collaboration in Learning and Teaching, Research, Supervision and Corporate Services in a secure environment • Expand Collaboration into areas including data and algorithms, project and task management • Ticketing, workflow, business process management – teams work together to enhance customer experience • Cross functional collaboration with external parties 	<ul style="list-style-type: none"> • Demand outstrips available funding and capacity, so tight targeting of investment is required, including what not to do • Embed new technology governance processes and minimise exceptions • Communication and adoption of the technology governance framework to ensure understanding of requirements for digital and data governance and decision making • Defer large upgrade spend except compliance and significant mobility, functional and experience improvements • Only invest in non-functional updates where platform changes will speed future works and reduce costs • Utilise application and data portfolio models and roadmaps to assist with longer term digital planning and investment 	<p>Pivot the big stuff</p> <ul style="list-style-type: none"> • De-risk with smaller investments in Discovery, and investment Stage Gating • Incremental outcomes available earlier provide more benefit, and validation of correct course <p>Pivot the fast stuff</p> <ul style="list-style-type: none"> • Agile implementations and testing wherever feasible <p>Fail fast</p> <ul style="list-style-type: none"> • Evidence-based investment governance criteria • If something isn't working, stop it early, evaluate what is going on, and either correct, or cancel • Develop a risk culture that supports failing efficiently, while encouraging innovation • Large backlog of unfunded initiatives – no shortage of need

Enabling Effective IT Change

How we will do it

6



We're sitting on mountains of data – improve it and use it

Improve our data then use it to drive decisions

- Operationalise Data Governance through portfolios
- Master Data Mgmt and Data Quality Management - to manage the sources of truth, and increase the value of existing information assets
- Expand Data Warehouse / Business Intelligence / Reporting
- Unlock data in unpredictable ways - unstructured Data Lake / Analytics / Machine Learning / Automation – within ethically sound guidelines
- Consider all process, data and integration needs together when selecting implementation technologies

7



Improve the glue to unlock a seamless digital experience

Capabilities to maximise outcomes from what ANU already owns - high bang for buck. Make what we have work together in a seamless way to drive better experience

- Business Process Management technology & robust workflow
- Expand from Application Integration to include Data Integration and link our data better
- Automate where possible
- Continue human-centred design services approach, across user journeys with the University, across processes, and across enterprise applications

8



Fit-for-purpose transformation capabilities

- IT and Program Change Mgmt – cultural/ governance/ process change, and training to match
- Information Security up front in every change program
- User Experience Design
- Product Management – ongoing incremental delivery and continuous improvement, vs once-off 'project management'
- DevOps and agile delivery of smaller releases on a regular cadence
- Benefits Management – identification, ownership, delivery, confirmation
- Architecture – to ensure solutions fit within the broader context of the University, are sustainable, and complement the existing services and IT landscape

9



Invest in processes and capability, not just applications

Effective investment will consider People, Processes, Information and Technology (PPIT), and unless all aspects are addressed, the expected benefits will not be realised

- Consider the process and experience needs across the user journey (student, academic / researcher, administrative staff, external partners) *before* selecting products or automating parts of a broader process
- Consider master data integrity across processes, systems and organisational boundaries
- Design the experience from end to end covering all aspects of PPIT
- Extend the Service Performance Framework conceptual tier to strategic service portfolio design / service design, and leverage existing implementation capabilities

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Invest in digital literacy

Both general and ANU-specific

- General digital literacy – how to use OneDrive, Teams, Zoom
- Specific digital literacy - how to get the most from ANU systems, and understanding their current implemented features, and available features
- Maximise use of current assets and prevent 'technical debt' from regrettable technology decisions
- Information security requirements and best practices
- Uplift senior management digital understanding to enable improved decision making and to identify untapped or strategic digital capabilities or potential