

# INFORMATION TECHNOLOGY SERVICES OPERATIONAL PLAN – (2006/2007)

## INTRODUCTION

This document is the high-level operational plan for the Information Technology Services Division through to the end of 2007, presented for the first time in the university's recently adopted standard planning template.

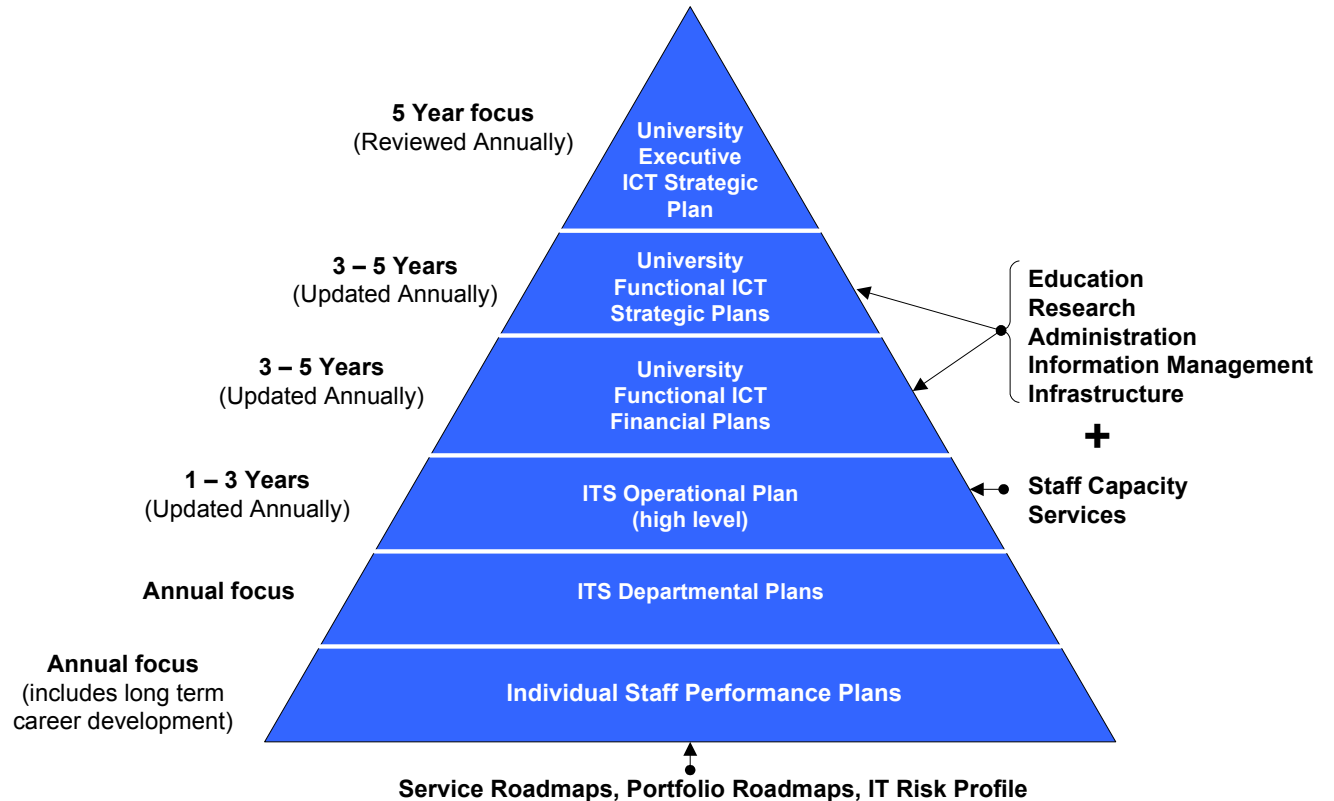
The document is divided into sections dealing with

- the major portfolio areas of the university
- Information Management, which runs across all the portfolios
- ICT Infrastructure, which is essential to support effective information management
- Staff Capacity
- IT Services

For each section, the document has a high-level objective, and a list of the identified key strategic drivers for that area. The table for each section then lists the major strategies and planned actions to meet the high-level objective and address the strategic drivers. Note that a number of the foreshadowed actions are projects that are subject to 2007 IT Capital Development funding.

In previous years, the ITS Division has co-ordinated the creation of a university Strategic Plan (2001) and a series of annual updates. This year, the Division will be complementing this shorter-term operational document with a new 3-5 year ICT Infrastructure Strategic Plan. This strategic plan will form part of an approach this year to replace the existing 2001 IT Strategic Base Plan with a pyramid of ICT strategic plans (see figure to right), and to align IT strategic planning even more closely with the university's planning processes. This ICT Strategic Plan will draw on the existing Base Plan, this year's IT Strategic Planning Conference held at Cape Schanck, as well as the work of the IT Strategic Planning Analysts. The ICT Strategic Plan will appear later this year.

ITS Vision: *To support the university strategically and operationally through the provision of efficient, high quality and innovative ICT services*



## EDUCATION

*Objective 1: Support appropriate use of educational and e-learning technologies to enhance the learning experience*

### Key Strategic Drivers

The key drivers of the education portfolio are:

- A move to a more campus-based system of education, focussing on the local experience and campus differentiation
- A desire to use technology effectively to enhance learning and augment the classroom experience
- Better management and delivery of teaching materials

### Strategies and Actions through to end 2007

Strategies	Actions	Measures/Targets/KPIs	Timeline	Responsibility
Encourage the innovative deployment of technology supported teaching and learning systems	Adopt a governance structure for IT that supports the directions set by the Education Committee	Roles and responsibilities defined	January 2007	Director CALT, Executive Director ITS
	Establish a liaison role between the education portfolio and the ITS Division (ITS-Education Liaison) Ensure that the design of services is informed by the Monash Student Experience	Position established and appointment complete Values defined and understood by ITS staff	January 2007 December 2007	Director CALT, Executive Director ITS Campus Director Clayton, Executive Director ITS
Maintain effective learning management system	Establish Monash University Studies Online (MUSO) as an ongoing production service after the implementation project ends in December 2006 Upgrade the MUSO service to WebCT version 4	Funding provided and operational service in place  Upgrade delivered according to project schedule and timetable	2007  2007 (dependent on funding of MUSO WebCT Vista Upgrade project) End 2007	Director CALT, Executive Director ITS  Director Applications Services
	Support collaborative activity	Develop a plan for the selective and appropriate deployment of new workgroup collaboration tools in an education setting to augment MUSO Investigate new e-learning technologies that are complementary to MUSO such as e-portfolios and blogs	Plan Developed  2 investigations reported each year to Education ICT Governance committee	Ongoing
Review Learning Commons and (dependent on funding and review) establish Learning Commons on all Campuses		Berwick Learning Commons review complete	September 2006	PVC (Campus Co-ordination), Director Client Services
		South Africa and Malaysia Learning Commons operational	2007	PVC (South Africa), IT Manager South Africa, PVC (Malaysia), Director ITS Malaysia

Improve sharing of opportunities originating on one campus amongst students at all campuses (*Education Plan*)

Contribute to the investigation into tele-teaching and other synchronous means of communication across campuses (*Education Plan*)

Plans developed as per recommendations of review

As determined by PVC (Campus Co-ordination)

PVC (Campus Co-ordination)

## RESEARCH AND RESEARCH TRAINING

*Objective 2 Support the research objectives of the university using an appropriate deployment of information services and IT infrastructure*

### Key Strategic Drivers

The key drivers of the research portfolio are:

- The need to target research support to improve Monash research rankings
- A consequential requirement for high-quality integrated research administration management information
- A new initiative to support e-Research (e-Research Centre, ARROW, DART, VeRSI projects)
- The demands of the Research Quality Framework (RQF)
- The Australian Synchrotron going live in 2007

### Strategies and Actions through to end 2007

Strategies	Actions	Measures/Targets/KPIs	Timeline	Responsibility
Support e-Research activities	Complete the DART ( <a href="http://dart.edu.au">http://dart.edu.au</a> ) work program	Completed work program as specified in bid document	End 2006	DART Project Director, Director Information Management and Strategic Planning
	Participate in the Victorian e-Research Strategic Initiative (VeRSI) project	Completed work program as specified in bid document	End 2008	VeRSI Project Director, Executive Director ITS
	Communicate with ITS and Faculties about e-Research activities and opportunities: <ul style="list-style-type: none"> <li>• Forum: in/formal</li> <li>• Road-show</li> <li>• Induction program</li> </ul>	Forums and road-shows held	Launch 2006, then ongoing	ITS e-Research Liaison
	Engage with Faculty of Information Technology about development partnerships supporting e-Research initiatives	Report detailing opportunities and funding programs	End 2006	ITS e-Research Liaison
	Maintain and enhance production e-Research storage facility as a grid node	Initial data storage service (data grid) operational	July 2006	Director Infrastructure Services, ITS e-Research Liaison
	Increased capacity of data grid service delivered according to project schedule and timetable	2007 (dependent on funding of Large Research Data Store Expansion and Data Grid Storage Infrastructure projects)		

	Maintain and enhance production e-Research compute facility as a grid node	Initial operational compute grid service operational	Dec 2006	Director Infrastructure Services, ITS e-Research Liaison
		Increased capacity of compute grid delivered according to project schedule and timetable	2007 (dependent on funding of Monash Sun Grid, Monash Campus Grid, and Oxford-Harvard-Monash 'follow the sun' Grid projects)	
	Implement e-Research support as tab on my.monash	e-Research tab available	2007 (dependent on funding of Monash e-Research Portal project)	Director Applications Services, ITS e-Research Liaison
	Support transition from middleware research projects into production software	Delivered according to project schedule and timetable	2007 (dependent on funding of Collaborative Development of Collaboration Middleware project)	ITS e-Research Liaison
Provide information required to manage research activity	Enhance research administration, reporting and analysis tools: <ul style="list-style-type: none"> <li>• Total Access Research Database Information System (TARDIS)</li> <li>• Researchers Online Projects Enquiry System (ROPES)</li> <li>• Research Data Warehouse</li> <li>• RQF Information System</li> </ul> Develop a Research Information Management Strategy	Delivered according to project schedule and timetable	2007 (dependent on funding of Research Admin Systems project)	DVC (Research), Director Applications Services
		Strategy complete and published	2006	DVC (Research), Director Information Management and Strategic Planning
Support improved dataset management for research	Develop research data management plan	Plan approved by e-Research Steering Committee	Mid 2006	Director e-Research Centre, Director Information Management and Strategic Planning
	Provide data management service with varying levels of service and costs	Service documented and available	2007	Director Infrastructure Services, ITS e-Research Liaison
	Add data storage usage as activity driver in funding research services	Driver added	2007 budget cycle	Director Corporate Services
	Implement desktop access to storage as initial data management solution	Implementation in production	2007	Director Infrastructure Services, Director e-Research Centre
Improve collaboration support for researchers (see also collaboration theme under Information Management)	Develop an identity management strategy for research, including easy inclusion of external members in research teams	Registration, authentication and authorisation services for collaborative partners delivered according to project schedule and timetable	2007 (dependent on funding of Identity Management System project)	Director Infrastructure Services, Director e-Research Centre

Provide improved support for research-active staff	Review connectivity and access for researchers who are visiting Monash	Review complete and recommendations adopted	2007	Director Infrastructure Services
	Investigate feasibility of assigning IT consultants to work with leading researchers	Feasibility study complete	2007	Director e-Research Centre, Director Corporate Services
Attract external funding from industry and government to ensure adequate investment in infrastructure ( <i>R&amp;RT Plan</i> )	Submit bid for LIEF funding to increase storage capacity	LIEF grant submitted to ARC	May 2006	ITS e-Research Liaison, DART Project Director
	Submit bid for ARCHER funding to provide additional e-research services	ARCHER grant submitted to DEST	May 2006	

## ADMINISTRATION

*Objective 3: Provide high-quality administrative and management information systems*

### Key Strategic Drivers

The key drivers of the administration portfolio are the needs for:

- Much better mobility support
- Increased use of staff self-service
- Production of more, and more accessible, high quality management information
- Integration of information across different core applications
- Improved staff productivity through better provision of information and services
- Improved financial sustainability for the university
- Benchmarking ourselves against relevant comparators

### Strategies and Actions through to end 2007

Strategies	Actions	Measures/Targets/KPIs	Timing	Responsibility
Support needs of Quality portfolio	Provide improved systems for evaluating core business activities	Delivered according to project schedule and timetable	2007 (dependent on funding of Core Business Evaluation Systems project)	Director Applications Services
Support Finance and HR portfolios	Complete SAP upgrade to MySAP ERP	Upgrade successful	Dec 2006	Director Applications Services
Support International portfolio	Review custom systems and plan for migration to supported central offerings	Review complete (subject to funding by Int'l area)	2007	Director Applications Services
	Improve range of video conferencing facilities to offer a real alternative to travel.	Provision of desktop/meeting room video conferencing systems complete.	Dec 2007	Executive Director ITS
Ensure ongoing provision of effective student management and recruitment	Review options for future student management system (Callista replacement)	Strategy formulated	Dec 2007	Director SCSD, Director Applications Services
	Implement targeted improvements to Callista	Delivered according to project schedule and timetable	2007 (dependent on funding of Callista Bus. Improvements project)	
Support curriculum processes of university	Implement Curriculum Data Management (previously CUPID) project	Delivered according to project schedule and timetable	Dec 2007 (dependent on funding of Curriculum Data Management project)	Director SCSD, Director Applications Services

## INFORMATION MANAGEMENT

*Objective 4: Manage information to better create and share knowledge.*

### Key Strategic Drivers

The key drivers of the information management area are to manage information to better create and share knowledge by:

- Working with information efficiently and effectively
- Delivering information and services using web technologies
- Providing high-quality management information
- Supporting collaborative activities
- Advocating and supporting a holistic information management approach

### Strategies and Actions through to end 2007

Strategies	Actions	Measures/Targets/KPIs	Timing	Responsibility
Work with information efficiently and effectively	Pilot and progressively implement the Records Management System (RMS)	Initial pilot of RMS completed	End 2006	Director SCSD, Director Applications Services
	Provide guidance to Monash community on better Information Management practice via coaching sessions and How To guides	Phase 2 delivered according to project schedule and timetable Guidance delivered and documented	2007 (dependent on funding of RMS project) End 2006	Director Information Management and Strategic Planning
	Pilot Enhanced Executive Support services for selected senior staff, in conjunction with the Working with Information Efficiently and Effectively (WIEE) initiative	Pilot complete and reviewed	Dec 2006	Director Information Management and Strategic Planning, Director Infrastructure Services
Deliver information and services using web technologies	Progressively implement new overarching web strategy by: <ul style="list-style-type: none"> <li>• Separating website into external/internal</li> <li>• Providing staff intranet</li> <li>• Developing information architecture</li> </ul>	Delivered according to project schedule and timetable	2007 (dependent on funding of Web Strategy Implementation project)	VP (Advancement), Director Applications Services
Provide high quality management information	Implement Application Integration in support of cross-system integration and reporting, as well as improved integration and process automation	Delivered according to project schedule and timetable	2007 (dependent on funding of Application Integration project)	Director Applications Services

<b>Strategies</b>	<b>Actions</b>	<b>Measures/Targets/KPIs</b>	<b>Timing</b>	<b>Responsibility</b>
	Provide business intelligence offering, including support for strategic decision-making, cross-application reporting and simple end-user tools for ad hoc reporting	Initial offering available	Mid 2006	Director Applications Services, PVC (Quality)
		Enhanced offering delivered according to project schedule	2007 (dependent on funding of Enterprise-Wide BI, Load Planning and KPI projects)	
Support collaborative activity	Develop a Collaboration Strategy statement for Monash linking the new Workgroup Collaboration environment with Internet Protocol communications capabilities	Statement completed	Dec 2006	Director Information Management and Strategic Planning, Director Infrastructure Services
	Implement new Workgroup Collaboration environment	Email and calendar for staff and HDR students available according to project schedule and timelines	2007 (dependent on funding of Workgroup Collaboration project)	Director Infrastructure Services, Director Information Management and Strategic Planning
	Develop plan to converge workgroup services provided by new collaboration environment, records management system, shared files	Plan developed and published	2007	Director Information Management and Strategic Planning
Maintain and enhance Information Management co-ordination	Update Information Management Strategy based on data collection and public comments	Strategy updated	End 2006	Director Information Management and Strategic Planning
	Provide distributed advocacy and support for information management improvements university wide	Delivered according to project schedule and timetable	2007 (dependent on funding of Info Mgt Specialists Network project)	Director Information Management and Strategic Planning

## INFRASTRUCTURE

*Objective 5: Ensure ICT infrastructure is capable of meeting the university's strategic and operational requirements.*

### Key Strategic Drivers

The key drivers of the infrastructure area are to support the information and communications technology operations of the university by:

- Implementing services that facilitate future needs and flexible responses
- Progressively upgrading the voice/video/data network
- Ensuring business continuity through resilient services provision and disaster recovery planning
- Provisioning capacity ahead of demand
- Ensuring security of stored and transmitted information

### Strategies and Actions through to end 2007

Strategies	Actions	Measures/Targets/KPIs	Timeline	Responsibility
Provide high-capacity and resilient data and voice communications	Develop a 5 year plan to refresh the network and the convergence of voice video and data	5-10 year roadmap: • data voice • services delivery	Dec 2006	Director Infrastructure Services
	Commence rollout of Voice over IP (VOIP) services – stage 1 of 3 year program to replace the current aging PABX facility	Delivered according to project schedule and timetable	2007 (dependent on funding of Monash VOIP Infrastructure project)	Director Infrastructure Services
	Expand the reach of the wireless service	Delivered according to project schedule and timetable	2007 (dependent on funding of Wireless Infrastructure Service Enhancement (WISE) project)	Director Infrastructure Services
	Review and upgrade as required network links to offshore campuses	Review network links to Monash Malaysia	2007	Director Infrastructure Services
Provide and maintain data centres to support the provision of resilient services	Plan for construction of first new data centre	Upgrade network links to Monash South Africa Site chosen and design completed	2006	Director Infrastructure Services, Director Facilities and Services
	Develop rolling 5-year plan for server replacement	Construction commenced Plan reviewed annually and implemented dependent on funding	As per building schedule June 2006, 2007	Director Infrastructure Services
	Develop infrastructure roadmap for international campuses	Roadmap reviewed annually and implemented dependent on funding	June 2006, 2007	IT Director Malaysia and IT Manager, South Africa

Develop a large capacity data storage facility	Develop plans for storage deployment that addresses the university's current and future needs	Storage Virtualisation project completed as per project deliverables and timetable	2007 (dependent on funding of Storage Virtualisation project)	Director Infrastructure Services
	Develop a sustainable funding model for data storage	Funding defined, including external, internal sources and fee for service	Dec 2006	Director Corporate Services
Provide platforms for enterprise wide information systems Support more seamless access to services and resources for cross-organisation collaboration e.g. e-Research, single sign-on, virtual organisations Continually respond to threats to the security of stored and transmitted information	Replace the my.monash portal platform	Project delivered as per project deliverables and timetable	2007 (dependent on funding of Portal Engine Replacement project)	Director Applications Services
	Implement new standards-based authentication technologies	Delivered according to project deliverables and timetable	2007 (dependent on funding of Border Authentication Internet Gateway and Secure Network Admission Control projects)	Director Infrastructure Services
	Address the threats of an increasingly hostile IT environment through a range of information security measures	Security Enhancement Project complete as per project deliverables and timetable	2007 (dependent on funding of Security Enhancement Project)	Director Infrastructure Services

## STAFF CAPACITY

*Objective 6: Invest in attracting and developing skilled ICT staff with the capacity to meet current needs and respond to future challenges.*

### Key Strategic Drivers

The key drivers in the area of staff capacity are the needs to:

- Retain existing staff by providing visionary leadership and excellent management
- Develop existing staff by providing effective training
- Attract staff with relevant technical qualifications and appropriate personal skills
- Maximize the use of staff skills across the university

### Strategies and Actions through to end 2007

Strategies	Actions	Measures/Targets/KPIs	Timeline	Responsibility
Achieve greater strategic alignment between ICT strategic directions and staff perceptions	Include strategic alignment in all performance plans	Revise template, audit plans and report compliance to Directors	Q1 2007	Director Corporate Services
	Improve communication of relationship between service roadmaps and work programs, and strategic importance	Service management website updated	Dec 2006	Director Corporate Services
Improve the level of cooperation across faculties, divisions, campuses and other work units (staff survey)	Adopt staff rotations between/within ITS and other areas	Presentations of strategic directions to staff meetings 5 ITS staff on rotation at any given time	Bi-annually Start 2007	Director Corporate Services
	Establish cross-functional roles within the ITS Division to address important areas of policies and process	Education liaison role re-established	End 2006	Executive Director ITS
Provide career development opportunities	Extend the management development program for IT staff	Attendance by all directors, section heads and 2ICs	Q1 2007	Director Corporate Services
	Adopt a mentoring scheme to guide individuals	Initial pilot of scheme undertaken	Start 2007	Director Corporate Services
Ensure that innovative staff activity is translated into service enhancements	Create groups (business owners and technologists) of interested individuals to maintain watching briefs on technology in education, research and administration	Groups established for each of education, research, administration	2007	Executive Director ITS
	Provide a mechanism to turn innovative ideas into operational services through a process of successive development and refinement	See above, plus presentation of project concepts	2007	Executive Director ITS

## SERVICES

*Objective 7: Provide IT services that appropriately balance value and quality*

### Key Strategic Drivers

The key drivers for service provision are to

- Support the operations of the university in a financially sustainable way
- Ensure that the quality of the services provided is appropriate to the business needs
- Focus on the provision of core ICT infrastructure services

### Strategies and Actions through to end 2007

Strategies	Actions	Measures/Targets/KPIs	Timeline	Responsibility
Improve delivery of ICT Services across university using shared services model	Review opportunities for service rationalisation	Two services redesigned	Dec 2007	Executive Director ITS
	Support 'communities of practice' to leverage existing support arrangements	3 communities of practice established	2007	All Directors
	Prepare a plan to reduce the risk to the university arising from the devolved nature of IT deployment	Plan approved by VCG	Dec 2006	Director Audit and Risk Management, Exec Director ITS
Benchmark services against other organizations and international standards	Develop IT architecture, create policies for its adoption, and have these endorsed by VCG	IT architecture developed and endorsed	Dec 2006	Director Information Management & Strategic Planning, Director Applications Services
	Develop agreed guidelines on 'faculty developed' systems and services with respect to future central support	Guidelines developed and agreed	Sep 2006	Director Applications Services
	Identify key statistics and establish repository for key benchmark data as well as processes for consistent data capture	Repository established	Dec 2006	Director Corporate Services
	Participate in external benchmarking exercises, including Educause core data survey (CDS), CAUDIT benchmarks, ClearCosts	Data contributed and used	As per schedule	Director Corporate Services
Adopt service management methodologies	Conduct external audits on key services	Audits conducted:		Director Infrastructure Services
	Develop costing models for key services	<ul style="list-style-type: none"> <li>• Security</li> <li>• Disaster Recovery</li> </ul> Models refined & populated with sufficient data	2007 2007	Director Corporate Services
Communicate more effectively ITS services available	Implement the recommendations of the ITS Service Desk Review	Recommendations implemented as defined in action plan.	End 2007	Director Client Services
	Revise services catalogue, including consistent charging regimes, so as to be aligned with university portfolio areas	Revised catalogue agreed to and published	Dec 2006	Director Corporate Services
	Undertake review of ITS service packaging with key stakeholders	Review complete	2007	Director Corporate Services