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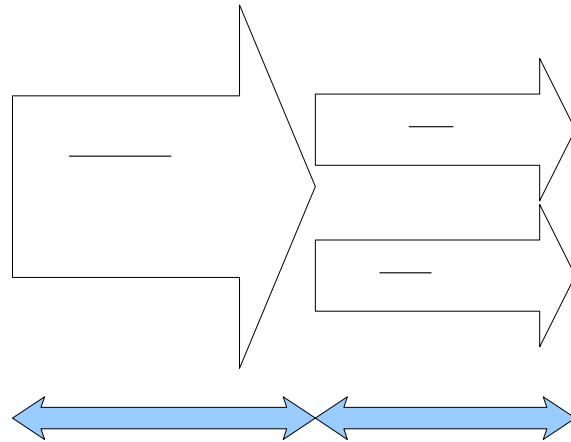


Why do we need IT Governance?

- > IT Underpins nearly every operation in the University. Thus we must:
 - Do the right projects (Governance)
 - Do the projects right (Management)



The essence of IT Governance



IT Governance

- > Must be organisation-wide in perspective
- > Should take account of financial and non-financial factors
 - Business needs
 - Usability
 - Educational outcomes
 - Social obligations

IT Governance

- > IT Governance is organisation-wide but is not IT management and does not relate to the management of the IT function.
 - It does not and should not cover things such as
 - Architecture and standards
 - Project execution
 - Maintenance and Support
 - IT Governance requires a level of trust in the IT function
 - Tell us WHAT to deliver - don't tell us how to deliver it.
 - Defer to our expertise – it's our job.

Information

- > Good Governance and decision making requires good information
 - A clearly articulated set of business strategies and values
 - Consistent and transparent technology standards
 - Consistency in approach to business justifications
 - Consistency in approach to reporting

IT Governance

- > What is Swinburne's IT Governance framework?
 - It provides a mechanism to ensure that the University's IT initiatives adequately support the University's themes, values and goals.
 - It ensures that the decisions are University wide in perspective and not on individual or departmental interests.

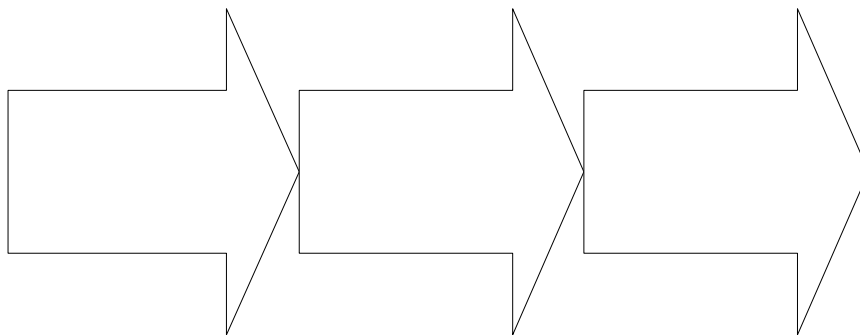
What did Swinburne do?

- > A Governance Policy
 - The Governance policy specifies the authorities and accountabilities that will ensure that the University's IT investments are correctly prioritised and deliver desirable outcomes, consistent with its strategic goals.
- > An Architecture Policy
 - It gives ITS a mandate to manage the technology environment.

Governance Arrangements

- > Policy and Procedure
 - IT Applications and Infrastructure Governance Policy
 - IT Architecture Policy
- > Supporting items
 - Project definition and justification templates
 - Standardised templates available to all staff
 - Swinburne IT Reference Architecture (SITRA)
 - A public document that defines the standards, technologies and tools in use at Swinburne.

IT Governance – the decision makers



IT Governance Committee (ITGC)

- > Membership
 - Chief Information Officer (Chair)
 - Chief Financial Officer
 - Representative from each of the 5 main business areas
- > Approach to selecting projects for implementation
 - Based on consistent information presented in a standard format.
 - Considers a number of factors including strategy, value, soft benefits, etc.

IT Small Works Sub Group (SWSG)

- > Manages the work requests for development for smaller pieces
- > Membership
 - Delegates of ITGS Membership
 - A few extras
- > Approach to selecting small works for development
 - Based on consistent information presented in a standard format (Work Requests)
 - Considers a number of factors including impact, statutory compliance.

Separate ITGC and SWSG groups

- > Separate but related
- > Not everything is a project
- > Executive time is valuable
 - Impact of proposals
 - Frequency of meetings
- > Smaller works may need a more detailed knowledge
- > Can (does) result in resource management challenges.

Implementation Challenges

- > Changing Mindsets
 - IT Governance is seen as a problem for ITS and not a matter that involves all business units – compared with financial management.
 - Short term pain but long term gain
 - Resistance and non-compliance
 - Another layer of bureaucracy!
 - Exclusion from or disregard for the process – 'we're special'.
- > Which path?

Meeting the challenges

- > Get buy-in first
 - The policy was well socialised before seeking approval
 - Feedback was incorporated
- > Keep the process simple
- > Be consistent and be seen to be consistent
 - No Favors
 - What we could do.....
- > Education

IT Architecture & Standards



IT Architecture Policy

- > Created to ensure Swinburne has a reliable and cost effective IT environment where future change can be delivered in a timely and cost effective manner and better enable ITS to be responsive to emerging business requirements.
- > ITS via the CIO now sets technical standards across the organisation.
 - In addressing this ITS needs to balance environmental and social responsibility with financial reality

Why develop an IT Architecture policy?

- > To promote a consistent use of standard IT methodologies, tools, configurations and products, both hardware and software
- > To prevent use of technologies and tools that would increase risk or negatively impact on the organisation's efficiency or ability to respond to change
- > To recognise the expertise of ITS to specify the technologies needed to deliver services consistent with current and emerging needs
- > Gives ITS authority on technical matters

Architectural Principles of the SITRA

- > In order to support flexible, secure, sustainable and supportable IT systems, the following principles have been adopted:
 - Use of existing systems in preference to the introduction of new systems.
 - Use of core systems in preference to the use of non-core systems.
 - Focus on sustainability
 - Use of a standard operating environment.

Architectural Principles of the SITRA (cont.)

- Use of open standards.
- Products for which vendor support is available.
- Configurable solutions in preference to solutions requiring the custom development of software.
- Systems already compliant with relevant legislative or regulatory requirements.

Emerging Needs



Social & Environmental Considerations

- > IT is only part of it.
- > Swinburne's Sustainability Theme
 - Recognised in the business through Green Office initiative
 - Reduce paper usage, power, lighting, cooling etc. costs
 - Recognised in SITRA

Resulting challenges

- > Ensuring equity of access
- > Balancing cost and environmental considerations
- > Responding to the evolving nature of and approaches to education
- > Responding to increasing diversity in the “where, when and how” users interact with the University

Changes we've made - Green

- > Reducing energy and cooling requirement
 - Replacement of CRT monitors with LCDs
 - Power management from the Desktop to the Supercomputer
 - Multi-function devices
 - Double sided
- > New technologies
 - Piloting workflows to replace paper trails
 - Electronic distribution of materials

Changes we've made - Other

- > Increasing awareness
 - “Consider the environment” messages in all email footers
- > Central Toner Collection and recycling
- > Deployment of infrastructure to cater for increasingly diverse usage and application in remote areas eg Lectopia
- > Wireless as a supporter of flexible teaching and learning
- > Increasing use of Blogs as a means of communications
- > Links with InfoXchange

Questions?