



Introduction to CAUDIT and CAUDIT benchmarking

Anne Kealley, CEO, CAUDIT
Steven Wojnarowski, Director Analytics & Strategic Initiatives

<https://www.caudit.edu.au/caudit-benchmarking>

57 Members – Australia, New Zealand, Papua New Guinea, Fiji, Timor-Leste

- Auckland University of Technology
- Australian Catholic University
- Australian Institute of Marine Science
- Bond University
- CQUniversity
- Charles Darwin University
- Charles Sturt University
- CSIRO
- Curtin University
- Deakin University
- DSTO
- Divine Word University, PNG
- Edith Cowan University
- Federation University Australia
- Flinders University
- Griffith University
- James Cook University
- La Trobe University
- Lincoln University
- Macquarie University
- Massey University
- Monash University
- Murdoch University
- Open Universities Australia
- PNG University of Technology
- Queensland University of Technology
- Royal Melbourne Institute of Technology
- Southern Cross University
- Swinburne University of Technology
- The Australian National University
- The University of Adelaide
- The University of Auckland
- The University of Melbourne
- The University of NSW @ ADFA
- University of Canberra
- University of Canterbury
- University of New England
- University of Newcastle
- University of Notre Dame Australia
- University of Otago
- University of Papua New Guinea
- University of Queensland
- University of South Australia
- University of Southern Queensland
- University of Sydney
- University of Tasmania
- University of Timor Leste
- University of Technology, Sydney
- University of the South Pacific
- University of the Sunshine Coast
- University of Waikato
- University of Western Australia
- University of Western Sydney
- University of Wollongong
- University of New South Wales
- Victoria University
- Victoria University of Wellington

Vision

CAUDIT's Vision is that leaders in Australasian universities, Government Departments and industry recognise both CAUDIT and its members as an important source of strategic advice on the use of Information Technology in higher education and research.

Mission

CAUDIT's Mission is to enhance its member's ability as key strategic advisers on the use of information technology in higher education and research. To achieve its mission CAUDIT has focused its activities around six strategic pillars.



CAUDIT's activities are driven through six Strategic Pillars, reviewed by members and prioritised through the Strategic Plan

Transforming Teaching, Learning and Research



Teaching, Learning and Research are the core business of all CAUDIT member universities. CAUDIT provides strategic support to IT Directors/CIOs and IT professionals across the sector so that they can take a proactive leadership role within their institutions supporting the goal of intelligent and innovative use of Information Technology as an enabler of Teaching & Learning, Research and administrative support services.

Providing Thought Leadership



CAUDIT takes a leadership role in supporting IT Directors/CIOs and IT professionals such that they, and CAUDIT, are widely recognised as an important and forward looking source of high quality strategic advice on Information Technology in higher education both domestically and internationally.

Delivering Strategic Procurement



CAUDIT works with IT Directors/CIOs and IT professionals and vendors to develop strategic partnerships that deliver mutual value to members and vendors by leveraging the collective spending power of members and to identify opportunities to de-duplicate service delivery by facilitating shared services/facilities regionally, nationally or internationally for the direct benefit of members.

Continuing Professional Development



CAUDIT provides or facilitates high quality professional development opportunities for IT Directors/CIOs and IT professionals that contribute to their Continuing Professional Development to advance the strategic use of Information Technology in higher education and research.

Enabling Collaboration & Knowledge Sharing



CAUDIT facilitates environments whereby IT Directors/CIOs and IT professionals can readily collaborate with each other, share knowledge and best practice, and identify domain or discipline experts who can assist them. Further, CAUDIT facilitates communities of practice across the sector to help IT professionals build networks and share experiences.

Promoting Evidence Based Practice



CAUDIT takes a questioning approach to IT practice within higher education and uses analytics to identify relevant key issues and trends in order to assist members plan and deliver IT services that represent industry good practice.

Information on the value of the activities conducted under each pillar is shown on the next page.

Providing Value for Members



Thought leadership: Members contribute to the identification of the Top Ten Issues each year. This list is used by CIOs and vendors to progress business initiatives. Members and CAUDIT staff also provide guidance on key matters on a time-sensitive, targeted basis.

Strategic Procurement: aggregated procurement negotiations are undertaken on behalf of the members, focused on member priorities, capacity to impact positively and building strategic relationships with vendors.

Benchmarking: annual benchmarking enables comparison of like-with-like technology units within higher education and research through use of the CAUDIT Complexity Index. International benchmarking comparisons are made possible via the Global Complexity Index (newly developed in partnership with CAUDIT).

Work on defining measures of the quality of IT is in progress.

Professional Development: CAUDIT Leadership Institute and CAUDIT Managers Program are focussed on staff working in technology in higher education and research.

Resource Library: Publications, reports and conference papers are held in a searchable repository for members, available through the website.

Members Meetings: CAUDIT holds two meetings each year in Autumn and Spring. These are an integral part of CAUDIT participation and bring all member representatives together in a confidential environment. These meetings provide member reps with an opportunity to build relationships and discuss challenges and opportunities with the only other people in the region who understand the issues they face.

Communities of Practice: CAUDIT supports CoPs in Enterprise Architecture; Cyber-Security; Business Analysis; Software Licencing; and P3M (Portfolio, Program & Project Management).

National & International partnerships: Facilitated through engagement with our counterpart associations locally and around the world.

Newsletters: CAUDIT circulates a monthly electronic newsletter to member representatives and subscribers.

Tip of the Iceberg briefs: CAUDIT staff provide brief summaries of topical issues to members. Members are also able to contribute briefs.

New Members: Around 1 in 5 members are new every year. CAUDIT provides direct support with finding your feet in a new role / new organisation / new sector as quickly as possible by assigning you an experience 'buddy'.

Bi-ennial conference: THETA, the premier conference in Australasia on 'The Higher Education Technology Agenda', is run by CAUDIT in partnership with the Council of Australian University Librarians (CAUL) and the Australasian Council on Open, Distance and e-Learning (ACODE.)

Ad hoc surveys: members can survey their colleagues for information on topical issues and proposed projects.

Working Parties: on topical issues e.g. digital literacy, research support.

Study Tours: International and domestic.

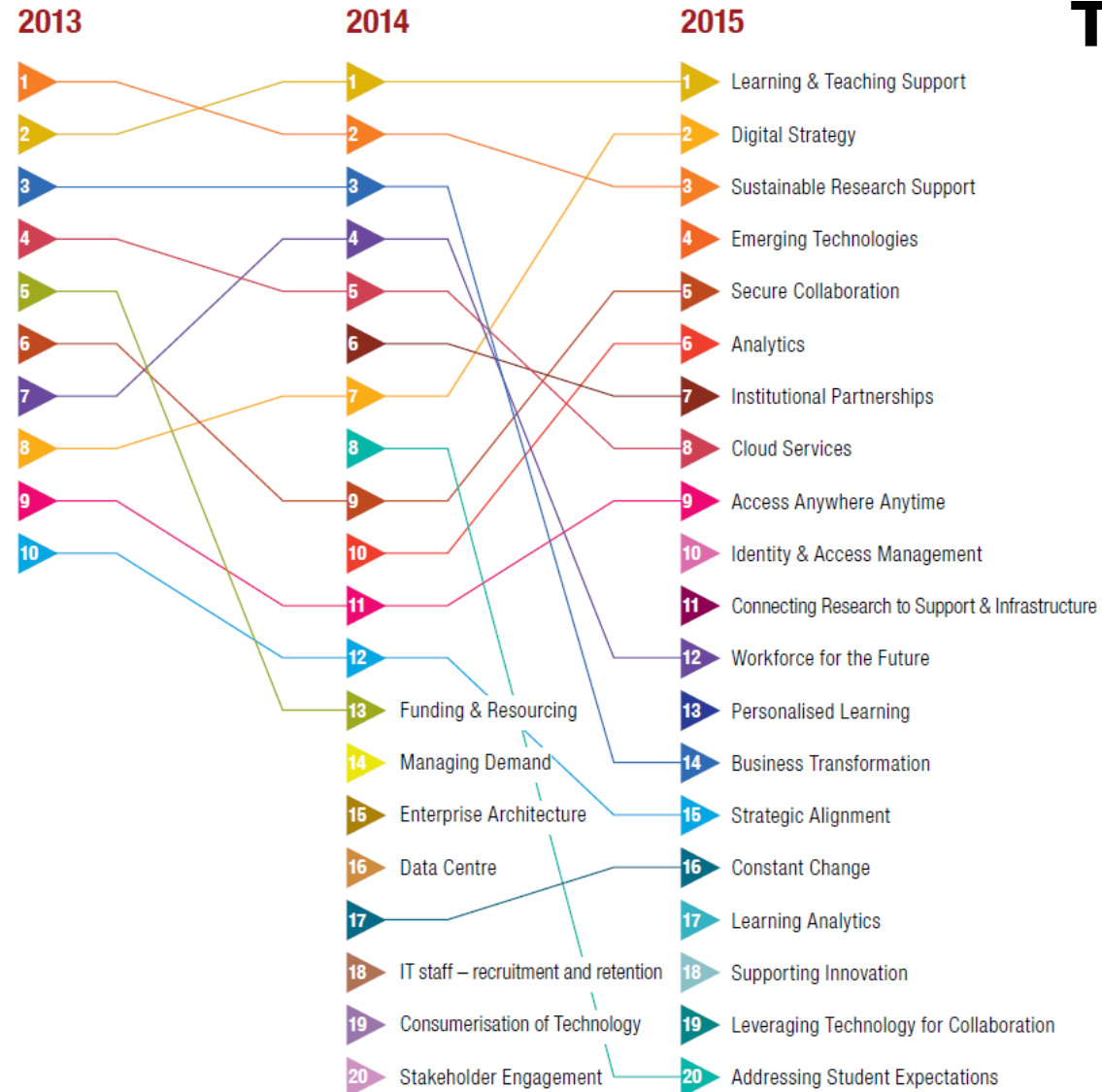
Webinars: a range of webinars are conducted throughout the year on procurement and topical issues.

Thought Leadership – Top Ten Priorities

CAUDIT surveys its members every year to produce a statement of the Top Ten priorities for members.

2013	2014	2015	
2	1	1	<i>Supporting and enabling teaching and learning</i> - Improving student outcomes through an institutional approach strategically leveraging technology
8	7	2	Developing a fit-for-purpose digital strategy for the institution's future
1	2	3	<i>Supporting and enabling research</i> - Developing a sustainable research support model servicing the needs of all researchers
1 & 2	2 & 1	4	<i>Supporting and enabling teaching and learning AND research</i> - Facilitating and supporting the application of emerging and existing technologies to improve the 'University experience' for students and staff
6	9	5	Balancing agility, openness and collaboration with security, risk and privacy in a hybrid environment
	10	6	Applying analytics to support strategic initiatives and change
	6	7	Establishing a partnership between IT & institutional leadership to achieve a collective understanding of the capabilities of IT to support teaching, learning & research
4	5	8	Leveraging cloud services strategically for integrated services to students and staff
9	11	9	Providing access to on-campus learning and research applications off-campus, anywhere, anytime
-	-	10	Effective and efficient Identity and Access Management to provision appropriate e-Services to students and staff

Top Ten Trends



CAUDIT is staffed by a small team of five. Please contact us if you have any queries about upcoming events, meetings, programs or CAUDIT activities

CEO - driver of CAUDIT strategic objectives and partnership engagement

Anne Kealley

Canberra, ACT

anne.kealley@caudit.edu.au

Mobile: 0432 130 544

Director, Strategic Procurement - negotiations, new vendor engagement, collaboration

Steve Johnston

Perth, WA

steve.johnston@caudit.edu.au

Mobile: 0419 909 677

Director, Analytics & Strategic Initiatives - benchmarking, analytics, surveys, working parties,

Steven Wojnarowski

Melbourne, Vic

steven.wojnarowski@caudit.edu.au

Mobile: 0411 022 249

Manager, Online Engagement & Administration - communications, website, finance, professional development programs, Communities of Practice.

Cassandra Spencer

Canberra, ACT

cassandra.spencer@caudit.edu.au

Phone: (02) 6222 7576

Events & Collaboration Support Officer - Logistics required for CAUDIT events and meetings including flights, transfers, accommodation, quotes etc.

Semir Cerkic

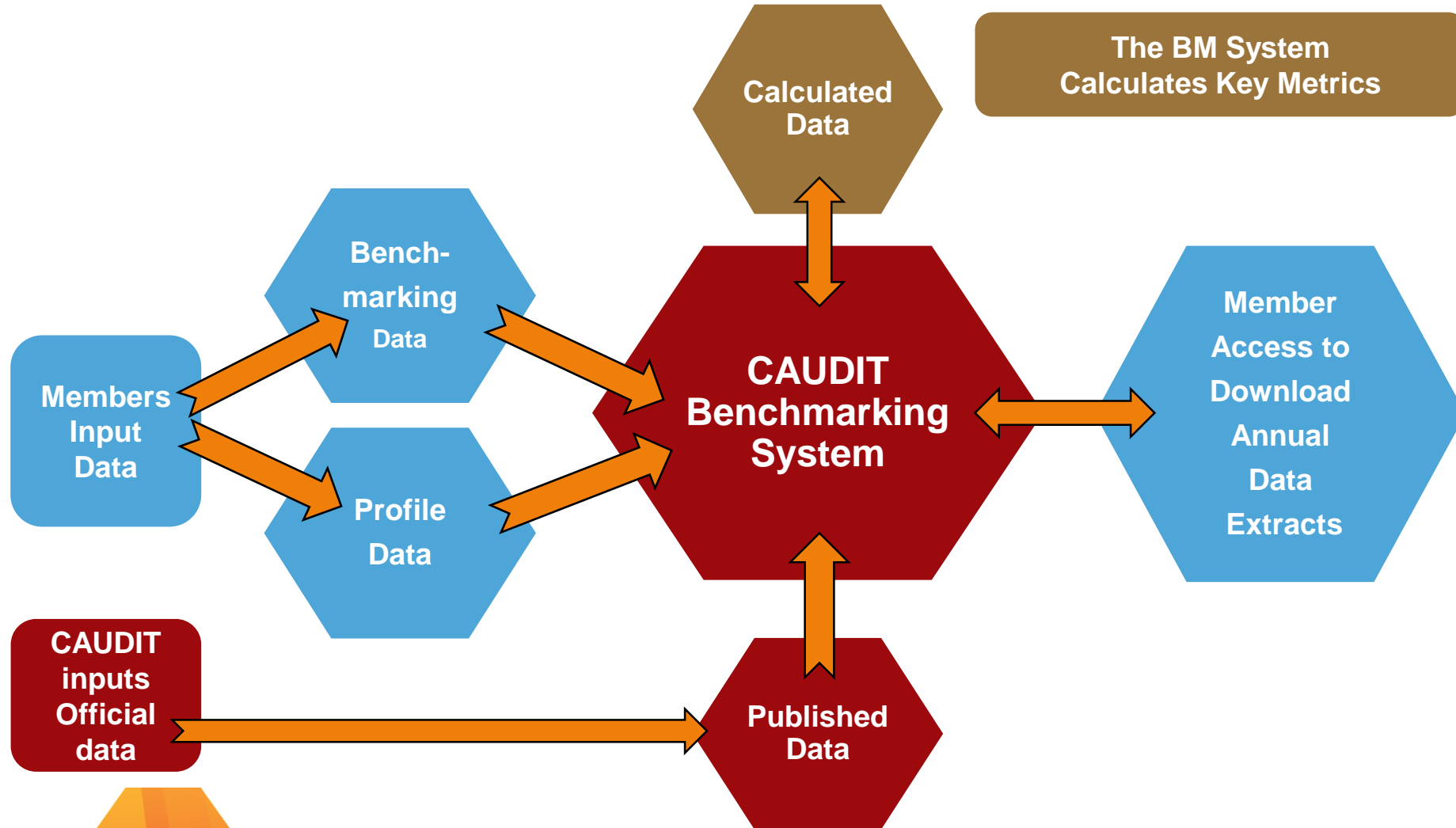
Sydney, NSW

semir.cerkic@caudit.edu.au

Phone: (02) 8079 2533



Benchmarking System



CAUDIT

Benchmarking System

Profile Data

Benchmarking Data

Calculated Data

Published Data

Data Extract

Log Off

Admin

Data Entry for 2014: 13/04/2015 to 15/06/2015

CSIRO

2014

Member Details (Last Updated: 29/08/2014)

Member Institution Details

Location: Australian Capital Territory
Dual Sector: No
Grouping: No Grouping (NG)
Home Page: www.csiro.au
IT Section Home Page:

Edit

Member Details

Member Contact Details

Department: Information Management & Technology
Position Title: Director
Title: Mr
Surname: Euan
Given Name: Sangster
Phone: (02) 6214 1450
Mobile:
Address Line 1: 1 Wilf Crane Cres
Address Line 2: Yarralumla
City PostCode State: DICKSON ACT 2602
Email: euan.sangster@csiro.au

Alternate Member Contact Details

Department: Information Management & Technology
Position Title: Senior Manager
Title: Mr
Surname: Minchin
Given Name: Tom
Phone: 419261017
Mobile: (02) 6214 1497
Address Line 1: Building 1 - CSIRO IM&T - Wilf Crane Crescent
Address Line 2:
City PostCode State: Yarralumla ACT 2600
Email: tom.minchin@csiro.au



CAUDIT

Benchmarking System

Profile Data **Benchmarking Data** Calculated Data Published Data Data Extract Log Off

Data Entry for 2014: 13/04/2015 to 15/06/2015

	2014	Currency Australian	Currency Conversion Factors
1/01/0001)			
	2014	2013	2012
Bond University	0	0	0
Central Queensland University	0	0	0
Charles Darwin University	0	0	0
Charles Sturt University	0	0	0
CSIRO	0	0	0
Curtin University	0	0	0
Deakin University	0	0	0
Divine Word University	0	0	0
Edith Cowan University	0	0	0
Federation University Australia	0	0	0
Flinders University	0	0	0
Griffith University	0	0	0
James Cook University	0	0	0
La Trobe University	0	0	0
Lincoln University	0	0	0
Macquarie University	0	0	0
Massey University	0	0	0
Monash University	0	0	0
Murdoch University	0	0	0
Open Universities Australia	0	0	0
EPEAT Gold Rating	0.0%	0.0%	0.0%
Power Usage Efficiency	0.00	0.00	0.00
Environmental Disposal	0.0%	0.0%	0.0%

Benchmarking Data



CAUDIT

Benchmarking System

Profile Data

Benchmarking Data

Calculated Data

Published Data

Data Extract

Log Off

Data Entry for 2014: 13/04/2015 to 15/06/2015

2014 Currency Australian [Currency Conversion Factors](#)

Benchmarking Data (Last Updated: 1/01/0001)

		2014	2013	2012
Total IT Spend	?	0	0	0
Central IT Spend	?	0	0	0
Total IT FTE	?	0	0	0
Central IT FTE	?	0	0	0
Total IT Staff Costs	?	0	0	0
Central IT Staff Costs	?	0	0	0
Student Workstations	?	0	0	0
Staff Workstations	?	0	0	0

Total IT Spend

Includes the total IT expenditure incurred, in all areas covered by the [Scope of IT](#) across the **entire** University. Where a large capital expense was incurred, include the total cost irrespective of whatever internal procedures might be used to amortize or depreciate the cost over a longer period. The cost of any outsourced IT activity should also be included in the total. Staffing costs should include salaries plus on-costs as calculated in your university. Internet and phone charges should be included here regardless of whether or not they are backcharged. If the Central IT Unit bears these costs (eg. no back-charging is done) then these costs should also be included in the Central IT Spend.



CAUDIT

Benchmarking System

Profile Data

Benchmarking Data

Calculated Data

Published Data

Data Extract

Log Off

Administration

Data Entry for 2014: 13/04/2015 to 15/06/2015

2014

Currency Australian

[Currency Conversion Factors](#)

Benchmarking Data (Last Updated: 1/01/0001)

		2014	2013	2012
Total IT Spend	?	<input type="text" value="0"/>	0	0
Central IT Spend	?	<input type="text" value="0"/>	0	0
Total IT FTE	?	<input type="text" value="0"/>	0	0
Central IT FTE	?	<input type="text" value="0"/>	0	0
Total IT Staff Costs	?	<input type="text" value="0"/>	0	0
Central IT Staff Costs	?	<input type="text" value="0"/>	0	0
Student Workstations	?	<input type="text" value="0"/>	0	0
Staff Workstations	?	<input type="text" value="0"/>	0	0
Green IT				
EPEAT Gold Rating	?	<input type="text" value="0.0%"/>	0.0%	0.0%
Power Usage Efficiency	?	<input type="text" value="0.00"/>	0.00	0.00
Environmental Disposal	?	<input type="text" value="0.0%"/>	0.0%	0.0%

 CAUDIT Analytics



CAUDIT

Benchmarking System

[Profile Data](#)[Benchmarking Data](#)[Calculated Data](#)[Published Data](#)[Data Extract](#)[Log Off](#)

Data Entry for 2014: 13/04/2015 to 15/06/2015

2014

Currency Australian

[Currency Conversion Factors](#)

Benchmarking Data (Last Updated: 21/05/2015)

		2014	2013	2012	
Total IT Spend	?	\$119,830,000	\$126,975,300	\$123,300,000	📖
Central IT Spend	?	\$114,000,000	\$113,975,300	\$110,300,000	
Total IT FTE	?	400	452	510	📖
Central IT FTE	?	324	338	399	
Total IT Staff Costs	?	\$43,621,000	\$46,523,023	\$49,618,427	
Central IT Staff Costs	?	\$35,678,000	\$35,821,315	\$38,928,611	
Student Workstations	?	5,242	5,242	4,500	
Staff Workstations	?	12,266	12,727	10,000	

CAUDIT

Benchmarking System

[Profile Data](#)[Benchmarking Data](#)[Calculated Data](#)[Published Data](#)[Data Extract](#)[Log Off](#)


Data Entry for 2014: 13/04/2015 to 15/06/2015

2014

Currency Australian









[Currency Conversion Factors](#)

Complexity

	2014	2013	2012	Report
Complexity	8.9	8.8	8.8	

[How Complexity is calculated](#)

Calculated Data

KPI Description	2014	2013	2012	Report
IT expenditure as a % of total revenue	6.3%	6.8%	6.8%	
IT expenditure per student (EFTSL)	\$2,810	\$3,139	\$3,224	
IT expenditure per staff (FTE)	\$14,443	\$15,278	\$15,235	
Degree of centralisation (measured by IT expenditure)	95.1%	89.8%	89.5%	
Degree of centralisation (measured by staffing)	81.0%	74.8%	78.2%	
Students(EFTSL) per workstation	8.1	7.7	8.5	
Staff (FTE) per workstation	0.7	0.7	0.8	
Average IT staff salary cost	\$109,053	\$102,927	\$97,291	

CAUDIT

Benchmarking System

[Profile Data](#)[Benchmarking Data](#)[Calculated Data](#)[Published Data](#)[Data Extract](#)[Log Off](#)[Administration](#)

Data Entry for 2014: 13/04/2015 to 15/06/2015

2014

Currency

Australian

[Currency Conversion Factors](#)

Published Data (Last Updated: 12/08/2015)

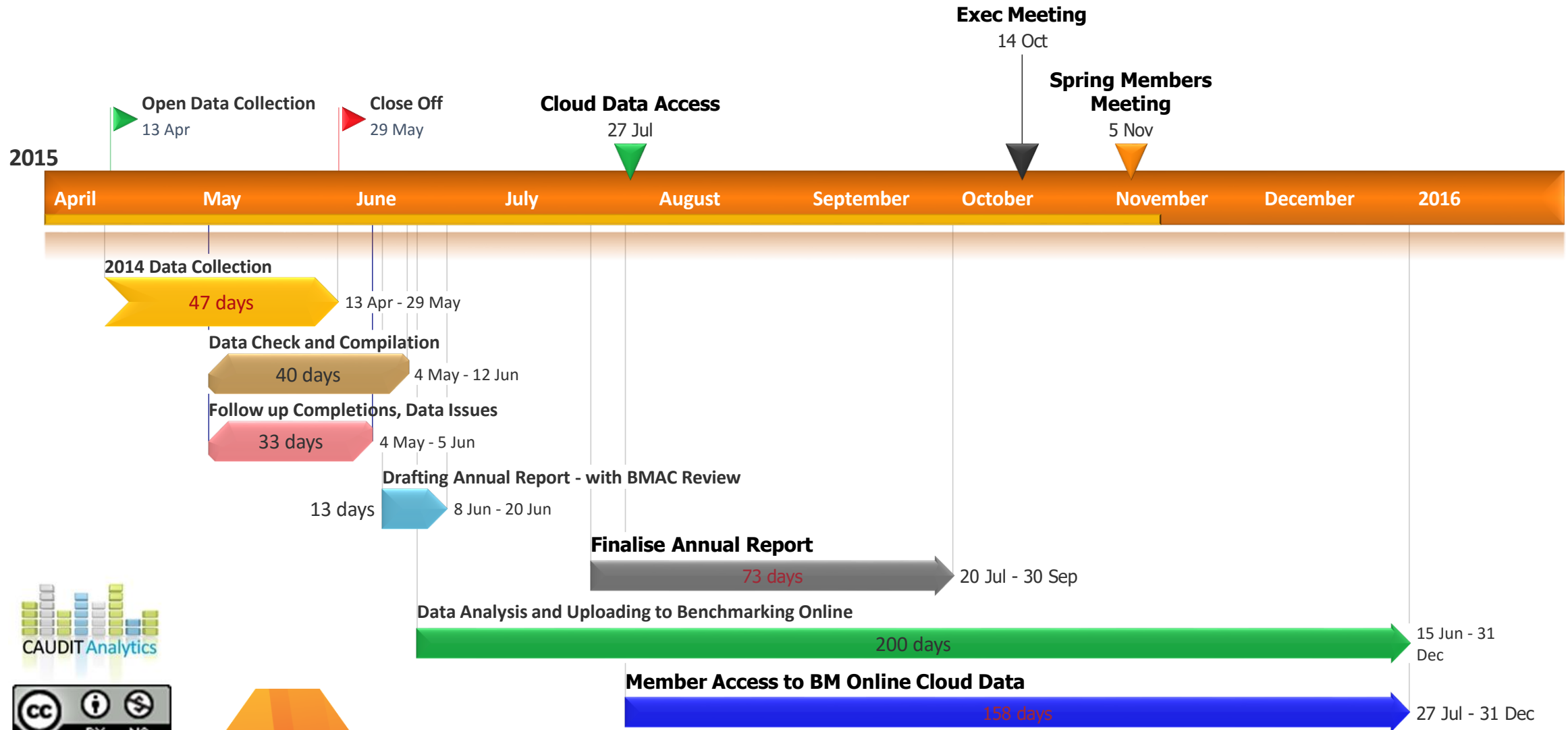
	2014	Status	2013	Status	2012	Status
Total Revenue	\$897,567,310	Estimate	\$888,443,000	Official	\$789,732,000	Official
Research Income	\$267,657,355	Estimate	\$264,936,458	Official	\$261,335,255	Official
Student EFTSL						
HE Students (EFTSL)	21,386	Official	20,776	Official	20,086	Official
TAFE Students (SCH)	0	Official	0	Official	0	Official
Total Students (EFTSL)	21,386	Official	20,776	Official	20,086	Official
Staff FTE	3,995	Official	3,961	Official	3,814	Official

[Edit](#)

CAUDIT Analytics



Data Collection & Reporting



ORIGINS

- CAUDIT developed the complexity index approach to benchmarking in 2007
- Found strong correlation between institutional IT spend and the complexity index
- Outliers are easily identified resulting in improved data quality
- Peers are easily identified to guide deeper benchmarking
- Use spread to Canada (CUCCIO) and South Africa (ASAUDIT)

- CAUDIT CI uses Staff FTE, Student EFTSL, research income and geography (number and size of sites) as inputs
- Why these inputs?
- Largely based on publicly accessible data - not reliant on the CIO to collect the data
- CHEITA CI needed to be modified to exclude geography because this data was not easy to collect across all countries

CHEITA & CAUDIT Complexity Indexes

Weightings used:

	CAUDIT	CHEITA
Staff	35%	35%
Students	35%	35%
Research Income	25%	30%
Geography	5%	-

CHEITA pre-sets max values for each element

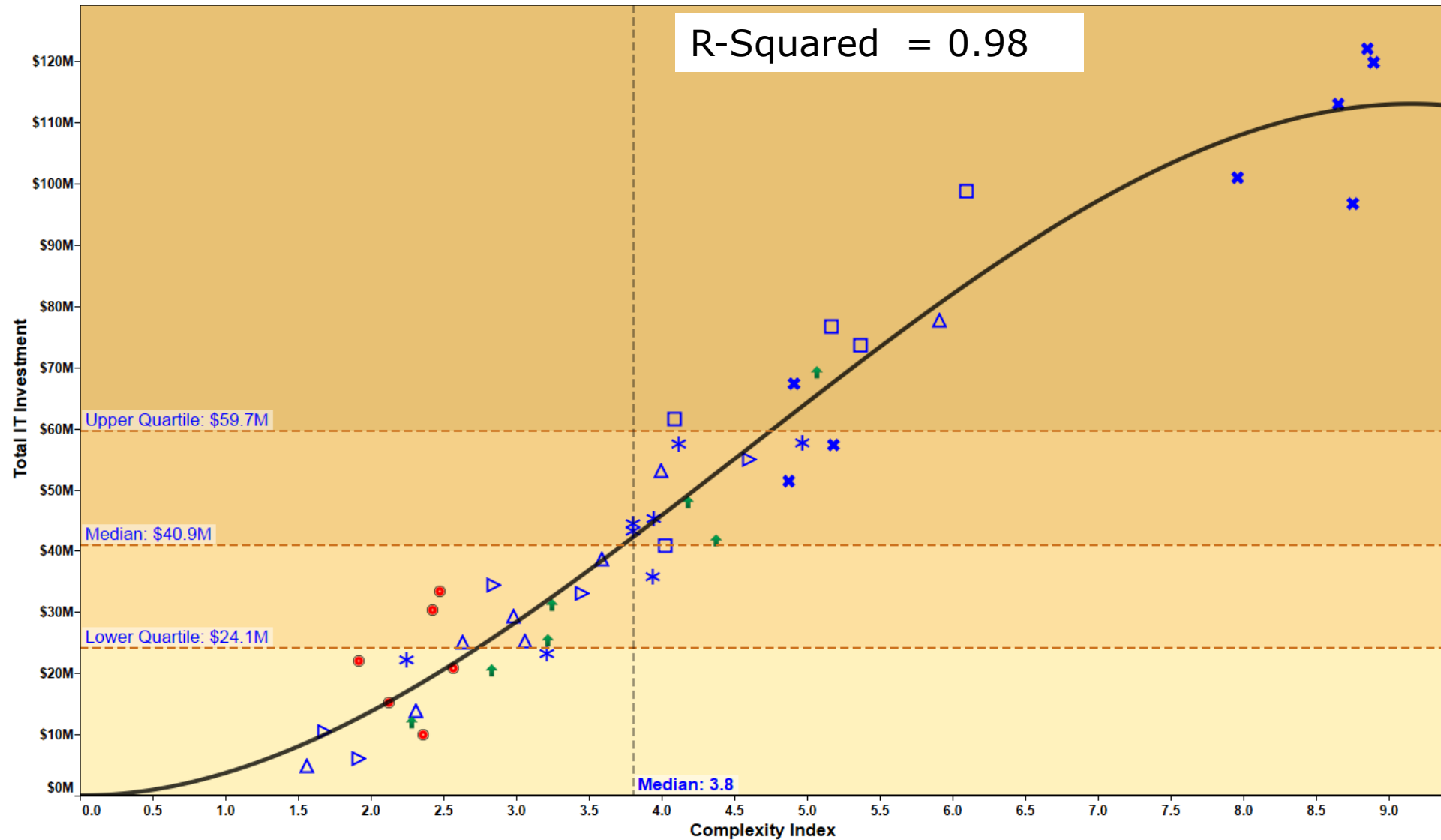
Staff = 18,000

Students = 45,000

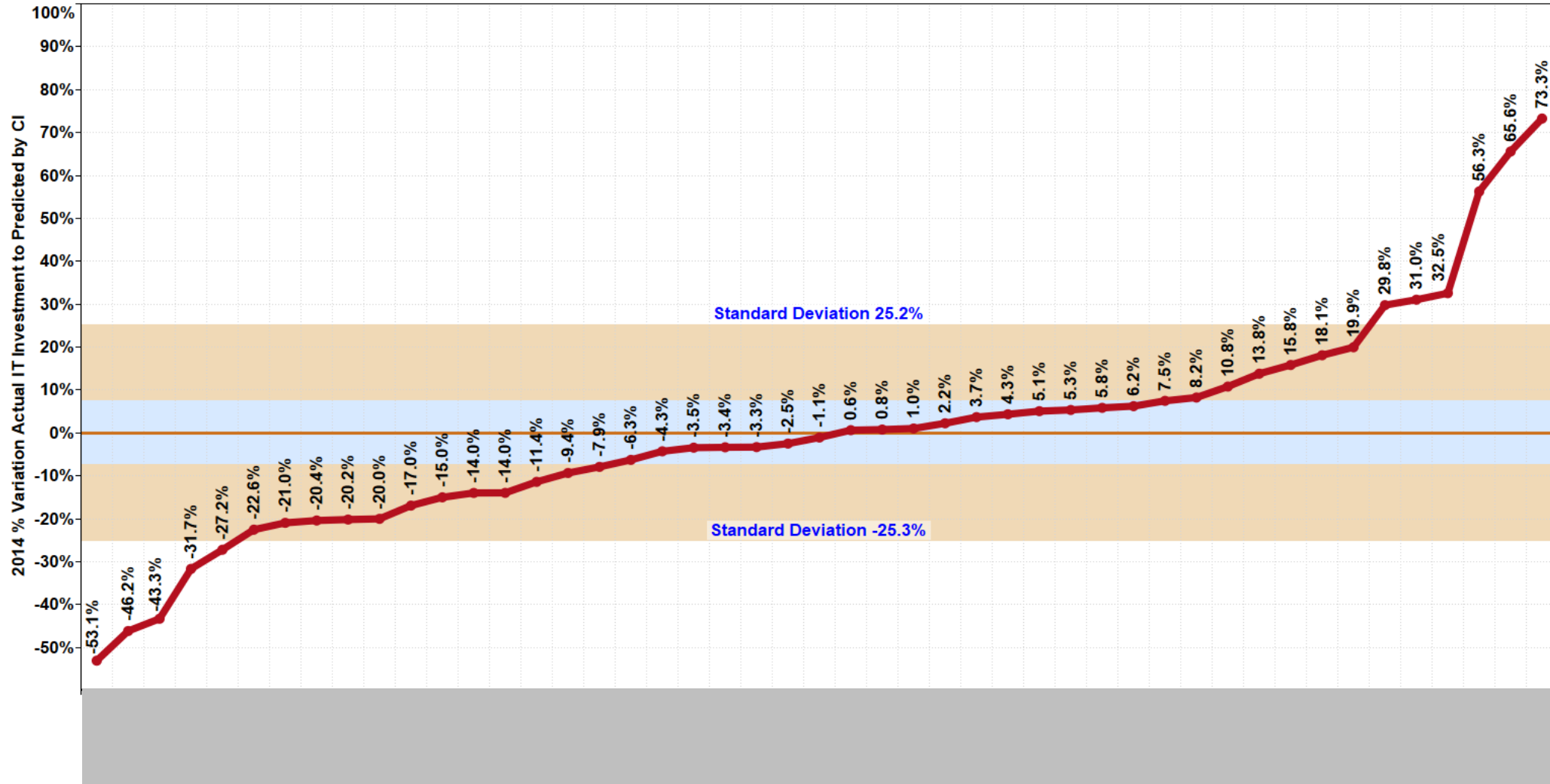
Research=USD750M



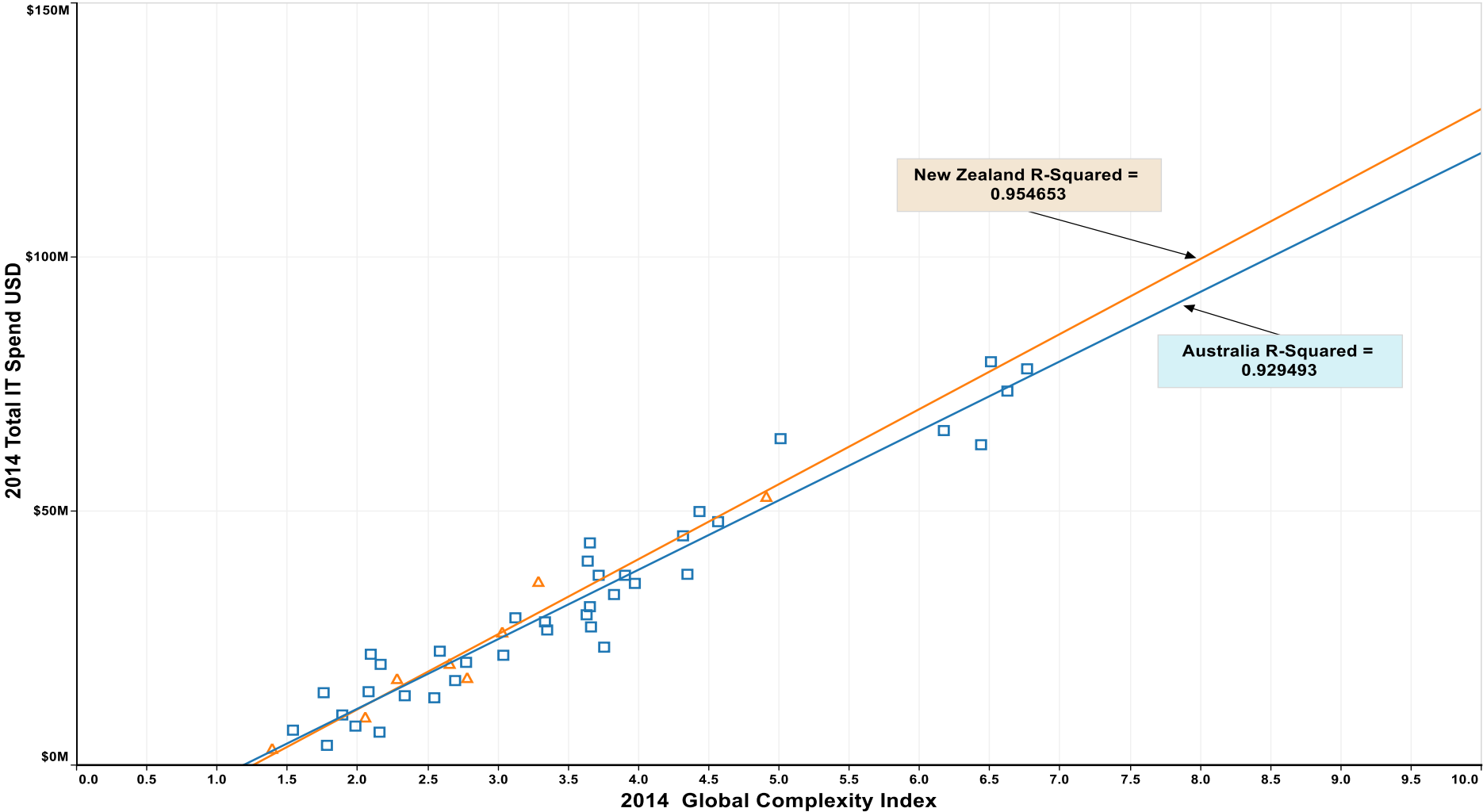
IT Investment vs Complexity Index



Actual vs Predicted IT Investment

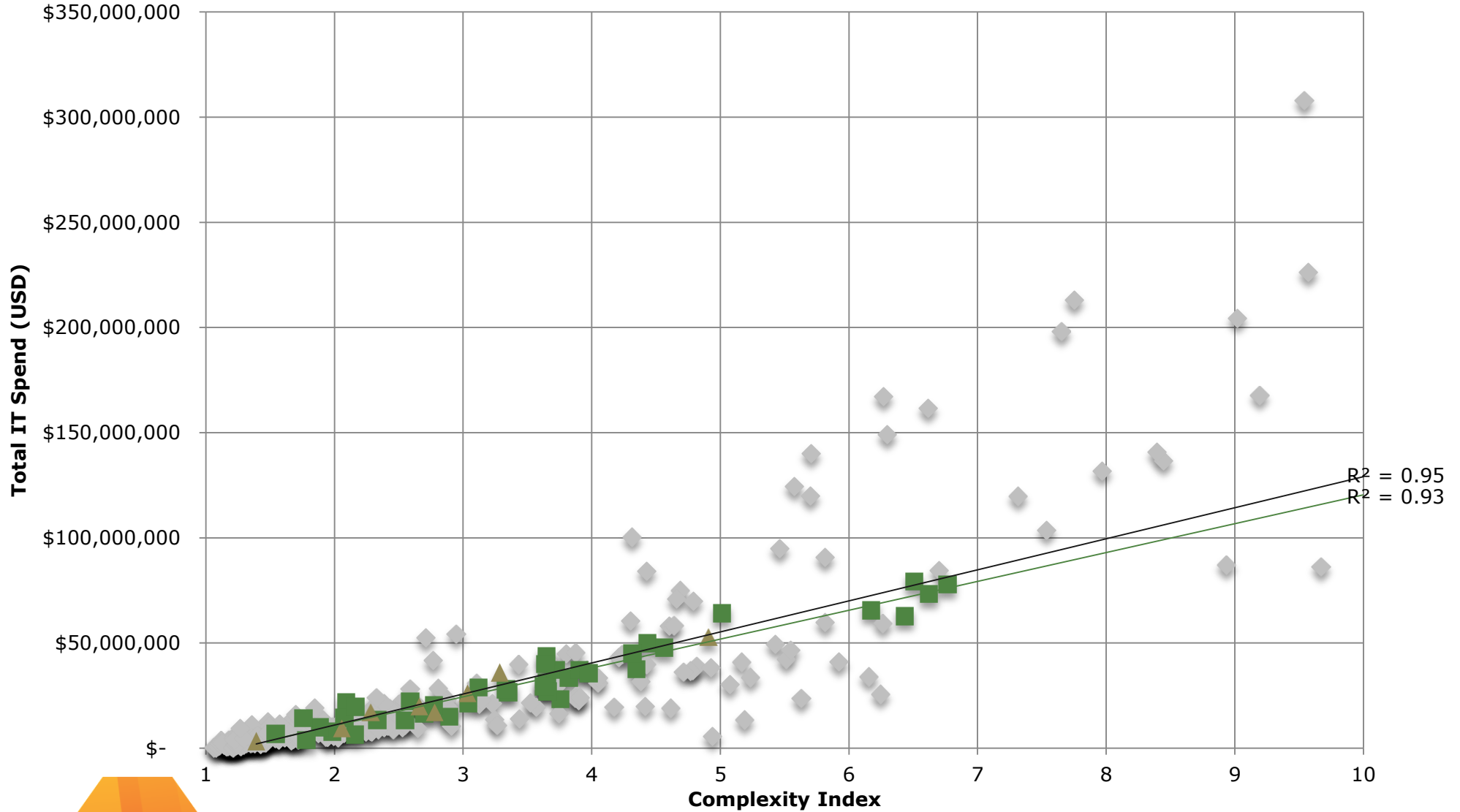


IT Investment v Global Complexity Index



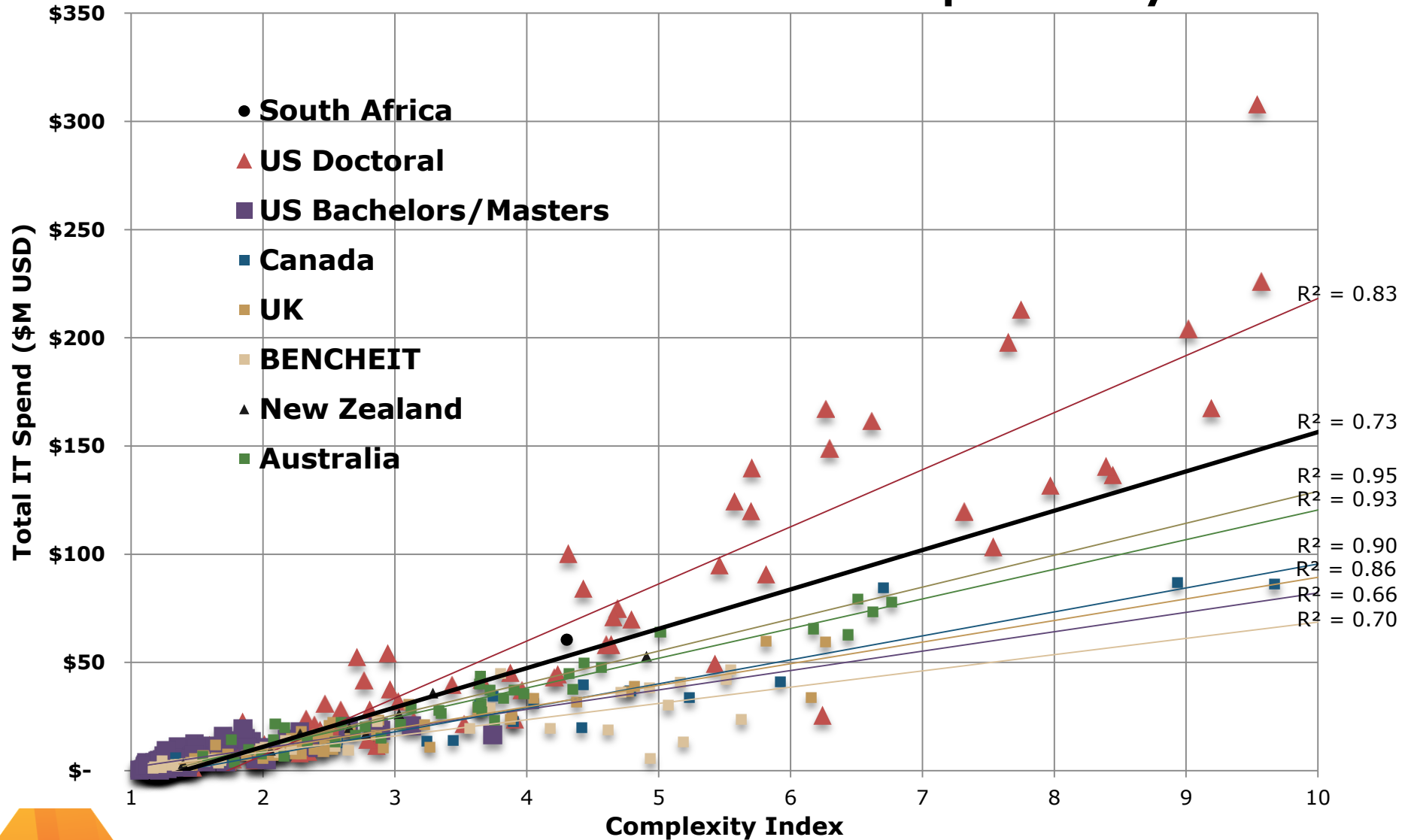


IT Investment v Global Complexity Index



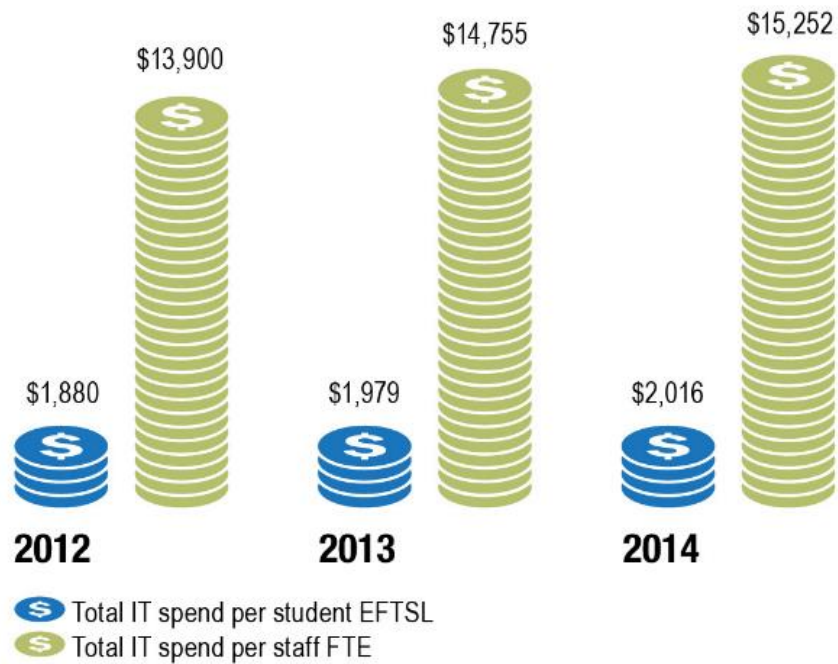


IT Investment v Global Complexity Index

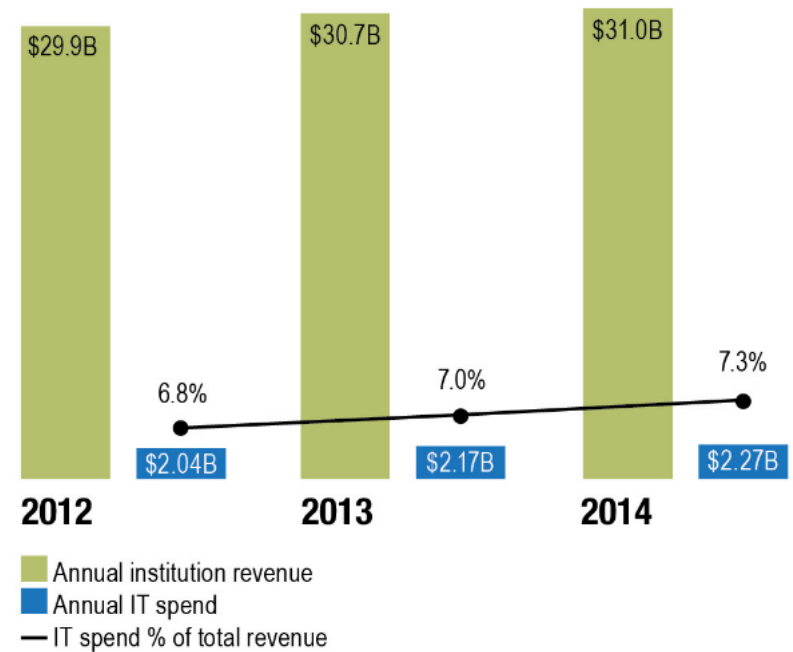


2015 Report Highlights

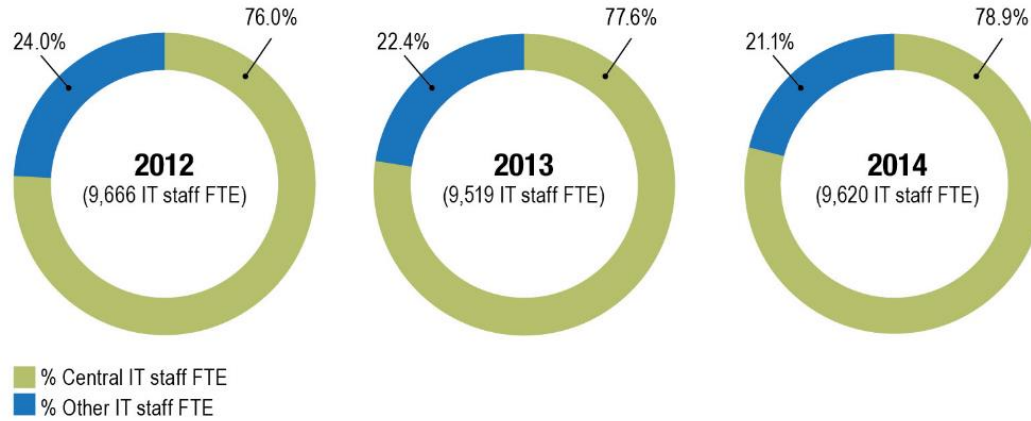
IT spend per student and staff



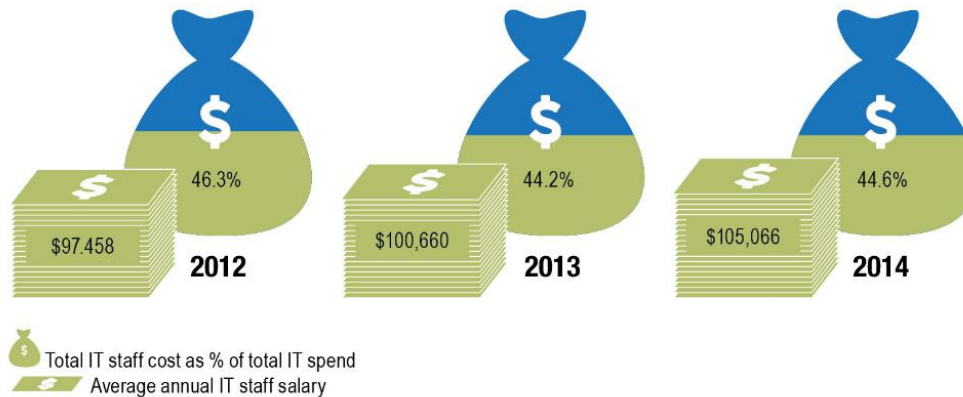
IT spend compared to total revenue



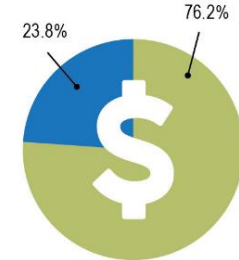
2015 Report Highlights



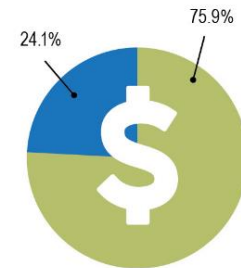
Total IT staff salaries and total IT spend



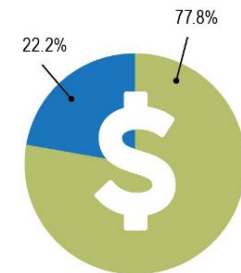
IT spend location



2012



2013



2014

■ % Central IT Spend
■ % Other IT Spend

