

ANU College of Law Information and Infrastructure Systems Strategic Plan

August 2010

1 Introduction

2 Governance & Planning

2.1 *College IIS Governance & Planning*

The ANU College of Law governance and planning structures have been in place for a significant time. The primary body charged with developing the strategic direction of IT within the College and with resolving conflicts and determining priorities is the IT&C Committee. Membership of this committee is reviewed annually by the Dean, and there are a number of ex-officio positions on the committee to provide a level of continuity of expertise. The 2010 IT&C Committee membership is:

Chair	Dr Matthew Rimmer
Director, Educational Development*	Dr Jonathan Powles
ICT Manager*	Mr Alan Lew
College General Manager*	Ms Alison Daun
College Marketing Manager*	Ms Michelle Mabile
COAST Manager*	Ms Christine Debono
CEIST Manager*	Ms Aliya Steed
Law Library representative*	Ms Debbie Forbes
Law School staff member	Mr Brad Jessup
Legal Workshop Staff Members	Mr David Catanzariti
	Mr Craig Collins
Student representative	TBA

*Ex-Officio members

2.2 *Links to University IIS Governance & Planning*

Members of the ANU College of Law sit on several University level committees. Perhaps the most successful and long lived of these committees is the Infrastructure Assurance Advisory Committee (IAAC) and its partner committee the Infrastructure Planning Advisory Committee. The membership of the IAAC and IPAC committees consist of the IT Managers of the seven colleges and DOI representation at the Executive level.

The College also has representation on the UISC and on AAAC both of which are currently undergoing a restructure. The College General Manager attends the Core Administrative Systems Planning Committee (CASPC) which provides an opportunity for College IT planning issues relating to administrative systems to be discussed in a wider University forum. A planning list of developments to systems has been drawn up and the DOI and

Division Directors work with the Committee to plan amendments and improvements to systems and to ensure funding for this work is sourced.

These committees have assisted the ANU College of Law in sharing information, in building relationships with other Colleges and in advising the University on its IIS strategic plans

3 Teaching and Learning

3.1 Learning Management System

For many years the ANU College of Law has run a mirrored system with WebCT to provide services that the closed system could not deliver. Now that an open sources system, Moodle, has been selected to replace WebCT the College finds itself in a position to scale back the development of its own system and redirect its efforts into transferring the functionality required by Law into the University system. These efforts have been continuing for a while with cross training and secondments between DOI and the College.

Because the new Moodle system (known as Wattle at the ANU) will not meet all of the objectives of the College, Law we will be running a system called SIMPLE but we will be doing it in such a way that a much closer integration with Wattle and its authentication model will be possible. To achieve this not only have members of the IT&C Unit been working with the SIMPLE pioneers at Glasgow University but talks have started with DOI about the best authentication method for all systems to use. We do need DOI to make adjustments to allow a single signon for SIMPLE and Wattle. Requiring students and staff to sign on to these systems separately is a significant barrier to the success of the project.

Since the initial implementation of SIMPLE, staff members of the Law school IT&C unit have become the driving force in the development of the environment and have made significant modifications to the original code that it is now more uniform and extends the original functionality. Semester 2, 2010 will see major enhancements that have been driven by the academic staff of the Legal Workshop.

With the gradual migration to the ANU LMS throughout 2010, the College has ceased any further development of it own system and will commence scaling back its operations in this area. Discussions with DOI and a single authentication method across all environments are continuing.

Law will continue to develop and improve SIMPLE services as driven by demand as well as look toward introducing a Content Management System (Drupal).

Law also needs DOI to continue to provide Wimba or other virtual classroom software, within the Wattle environment. This is currently essential to the GDLP and Migration Law Programs and will be an important part of planned developments in other programs including the JD. A similar situation exists for eportfolio software, temporarily covered by Mahara. Both virtual classroom and eportfolio software are now standard parts of educational infrastructure at other universities.

3.2 Student Requirements

3.2.1 Teaching Spaces – Physical and Virtual

Undergraduate Student IIS requirements are heavily predicated on the success of the new LMS. The ANU College of Law is well down the path of Flexible Learning with both undergraduate and postgraduate courses. To that end the College has set up a specialist unit that concentrates on educational design, the College Education and Innovation Support Team (CEIST) to review and assist lecturers in the redesign of their courses for the eventual placement, and use on the LMS.

The transition of Law programs to the ANU LMS commenced in the Spring of 2009 with the Migration program closely followed by the Graduate Diploma in Legal Practice (GDLP) program.

The Post Graduate program was migrated in semester 1, 2010 and it is anticipated that the Undergraduate program will be migrated across in semester 2

Physical Theatre space will still be required at the College. With the University Wireless network covering a large part of the teaching space across campus, more and more students bring personal laptops into class. Unfortunately our current teaching spaces have not had sufficient, or well placed, power outlets to cover the need. Discussions with DOI Space Services is well down the track with the Law Link theatre being upgraded this year to accommodate in-seat power, with the other teaching spaces being upgraded over the next couple of years.

While the power upgrade is being done, other technology will find its way into the Law teaching spaces. An increasing number of students are demanding that lectures be made available in an asynchronous way, and while work by CEIST may change the style of the traditional lecture, some method of recording of material will still be required. The Law Theatre is going to be upgraded to accommodate the new improved version of the Digital Lecture Delivery (DLD), incorporating video and data capture so that “Vodcasting” to students of material will become another method of flexible delivery.

We accept that such technology can not be made available everywhere we want to teach and as such we will maintain and expand our fleet of handheld recorders so that lecturers who wish to use the outside amphitheatre, teach in other locations or simply want to record additional material in their offices can continue to do so. Integration of Law’s system of recorders and DLD v 2 for streaming and, or some form of file transfer (mp3) is no issue. Expansion of our technical services will come about as a direct result of pressures on existing resources by an increasing number of lecturers using this system and an increasing acceptance by the student population of these technologies being the norm.

4 College Administration and Support

4.1 Operating Environment

One of the underlying philosophies of the ANU College of Law is the premise that the administrative and support staff are just as important as the academic staff to the life of the College. To that end the Information Systems in the College do not distinguish between the two types of staff except in certain operational requirements. All administrative staff computer systems are replaced as part of a College wide program and they have access to the

same level of general software as everyone else, enabling easy communication and collaboration.

Though our Email system, Groupwise, the Administrative Staff have the ability to send and receive Calendar and Tasking events. Groupwise has always had the ability to interact with other iCal compliant calendaring system and now that the rest of the ANU is moving down this path I expect that use of this system will expand beyond the College.

Other technologies that Administrative Staff have ready access to are the obvious scanning and printing as well as the ability to store information in a central repository to be shared with other members of the same team or rest of the College.

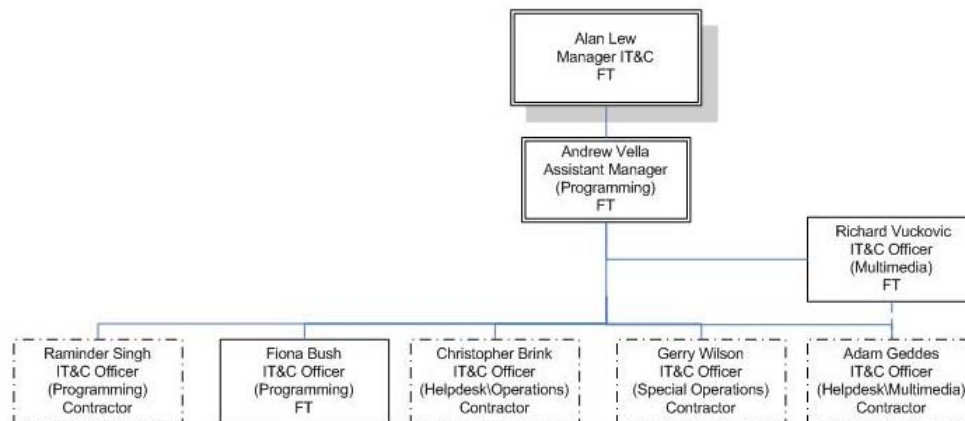
5 Information Technology / Enablers

5.1 Staffing (LITSS and other IT support)

The ANU College of Law has a central IT support model with 4¹ full time staff supporting all of the IT aspects of the College. The current structure has been in place for some years now and has required some augmentation as the College grows and develops its activities.

With several projects in the pipeline, a general increase in the overall numbers of supported users and location as well as increase in the complexity of the operations of the ANU College of Law, the current structure has grown to include a number of contractors.

With the departure of Phil Drury for the next 12 months, a reshuffle of staff and responsibilities is required to maintain the level of support that the College is use to. The model below is the structure currently in place to meet the College's requirements.



5.2 Servers and Storage Infrastructure Services

The College has been paying close attention to DOI initiatives such as the temporary CRISP data centre and the proposal for two new data centres to be built within the next 5yrs and would like to think that these facilities could be used for housing the future server needs of the College. However CRISP, which was due for completion in December 2008 is not yet

¹ Current active IT&C staff. Phil Drury, the manager, is currently on a 12 month secondment to the Office of the Director of Information Services

operational (March 2009) and there are now grave doubts as to physical access to the facility making it probably unsuitable for the College's immediate needs, however we will continue to monitor developments in this area.

The ANU College of Law runs several servers inside its own dedicated server room, several years ago the College invested in an IBM Blade centre and 7 blades to run its operations. The IBM Blade centre is coming to the end of its useful life and replacement or component upgrade to extend its life cycle is under active consideration. The primary storage facility of the College is a two tiered system comprising of 2Tb of Fibre Channel connected drives and 4 Tb of SATA drives.

In late 2009 the College invested in a new IBM Blade centre and commenced migrating the current server environment to the virtualised environment. Virtualisation has given the College two major advantages over its current "one server per blade" system in that;

1. we have reduce the number of blades required to maintain existing services and as a consequence reduce our carbon footprint
2. we will be able to commission and decommission servers far more easily as well as more dynamically allocate resources to those servers.

In addition to the server operations, the College will be investigating some form of automated Hierarchical Storage Management (HSM). Automated HSM (most likely Commvault) will give the College the ability to make far better use of its tier two storage facility while giving the end user the experience of viewing all files as if they were in one location. This is extremely desirable to the ANU College of Law as a large percentage of our stored files have not been touched for more than two year but the staff still desire real time access to these files.

The Colleges primary backup facility is an SDLT tape robot with twin 160/320Gb drives for redundancy, fibre connected to the IBM Blade centre, this unit has served the College well over the last 5 yrs and while there is no real problem with its continued operation there is scope to upgrade the actual drives in the robot. The upgraded drives would decrease the number of tapes required for nightly backups and decrease the physical storage requirements. If this upgrade was to go ahead it would not be until 2010, after the HSM upgrade.

Off site storage of critical backup tapes and other files should be acceptable for the next 5 yrs with the caveat of a 2nd safe required off site should the College continue to store all of its tapes beyond the 7yr cycle.

5.3 Desktop Computers and Peripherals

The ANU College of Law runs a re-fleeting program whereby all systems within the College are changed over at the same time. This program used to operate as a successful leasing system however, due to changes in ANU policy it is now funded by Development Bank loans with the annual costs being debited from the Colleges IT&C budget. There are many reasons why this practice works well within the College of Law however there are also good reasons why it can not be lifted up and applied to other Colleges in the same manner.

Members of the IT&C Unit have sat on the PC/laptop tender evaluation committee for many years now and as result have obtained from, and provided to, that committee very useful information about the evaluation of equipment. It has also obtained significant cost and warrantee advantages.

We are currently in our 2nd year of our 4th cycle (each cycle lasts about 4 yrs) with a full deployment of ACER equipment and our next examination, barring rapid expansion, of this program is in 2012.

5.3.1 Printer and Copying Services

The ANU College of Law does not have a need for Chemistry labs or a need for access to the Supercomputing facilities, what it does need and what it has access to is a variety of high speed/high capacity printing devices. The College also runs a re-fleeting program with its main printing resources, on a 5 to 7yr cycle, which is offset to the desktop and server replacement programs. Currently the College is entering year 4 of the current print cycle and is due to examine replacement device in 2011. At this point in time the college is gathering its photocopier equipment and replacing them with colour Print/Scan/Copy engines, possibly negating the need to re-fleet in 2011, something we will examine closer to the time.

5.3.2 PDA's and the University Wireless system

With data accessibility available from most fixed systems both on and off campus, the College is looking at real data access on portable devices such as PDA's and smartphones. The College already has in place two servers capable of transferring data to Windows CE based PDA's and now has developed this capacity for its Blackberry community. Currently both sets of PDA's have the ability for real time reception and transmission of email, calendaring and scheduling of events and is fully integrated with our GroupWise email solution. The only service that we currently lack is access to a full cross campus wireless network which would significantly reduce the running costs of these devices. The IT&C Unit is maintaining a watching brief with the DOI regarding cross campus wireless propagation.

6. Research

Information technology plays an important part in the creation, distribution, and administration of research.

6.1 Research Pages and Profiles

The ANU College of Law is currently reconstituting its web pages on research – to support research administration; document grants, research income, and scholarly outputs; highlight both, collectively, and individually, scholarly publications; and to help share and disseminate research produced by individual academics and research students. The ANU College of Law will also need to renew and rejuvenate individual research profiles for its scholars, and develop ways of aggregating that information and making it searchable.

6.2 Open Access Publishing, and Access to Legal Information

The prompt and open dissemination of the results of ANU research and the free exchange of information among scholars are essential to the fulfillment of ANU's obligations as an institution committed to excellence in education and research. Global access to ANU scholarship dovetails with Government statements on improving access to publicly funded research.

In the absence of an ANU scholarly repository, the ANU College of Law has taken a subscription from SSRN to boost the dissemination of its scholarship to universities, the legal profession, business, government, and the wider public. As at August 2010, this repository currently features 77 authors; and 361 works. Such works have been downloaded 20,555 times. Compared to other Australian law schools, the ANU College of Law's SSRN ranks 3rd, behind the University of Melbourne and the University of Sydney. With the creation of the Research Unit called CREST, the ANU College of Law hopes to improve further upon its performance in terms of the open distribution and dissemination of its scholarly publications.

The ANU College of Law is also a strong supporter of the Australian Legal Information Institute (Austlii), which provides access to legal information. The ANU College of Law has been involved in infrastructure grants to help support this important public resource. The ANU publication, *The Federal Law Review*, is featured on the site.

The ANU College of Law has also played an active role in e-publishing with the ANU e-press, both in commissioning new works and evaluating submissions. The ANU College of Law plans on exploiting the potential of the ANU e-press in the future – and expanding the range of legal publications made available on this site.

The ANU needs to do more to promote the open dissemination of its research. Currently, the two key journals of the ANU College of Law, the *Federal Law Review*, and the *Australian Yearbook of International Law*, are available in an electronic format and a print format. There could well be further scope for the ANU College of Law to develop an open access journal – and emulate the success of the Public Library of Science series.

Given its strong commitment to open access to scholarly works, the ANU College of Law has played a leadership role in this area at the Australian National University. It has been involved in the development of the new policies on intellectual property, and access to scholarly knowledge. The ANU College of Law tested a Beta Version of Scholars Gate in 2009. There were significant problems with data integrity (particularly concerning were problems with false attribution of authorship); and with the functionality of the system. The ANU College of Law has highlighted the need for a functional repository at the Australian National University – which meets world, best-standards (such as those laid down by the Berkeley Electronic Press Selected Works series).

6.3 Research Administration

Given the great external and internal demands to document grants and scholarly publications, there is a need to improve software for research administration. ARIES is increasingly looking outdated and obsolete – and unable to deal with the high requirements of the ANU to demonstrate research quality and excellence.

7. Communications

The ANU College of Law is exploring the use of social networking media – in particular, the development of a blog. The leader of this initiative, Brad Jessup, comments on the development of this site.

We see the college blog as a means of disseminating research and expertise and as a repository for critical analysis. A place people (the public and decision makers)

would find when looking for intelligent views. It will be educational and influential; and (let's be honest) somewhat promotional. We don't see the blog as a news or an editorial site, being updated daily and responding to all legal issues; rather an analysis and research site. A site that people find through web searches rather than a site that people visit daily. Also a site that people might be tempted into through RSS feeds on the college home page. We see the contributions to the blog as being voluntary, and are not fussed if a small number of staff dominate the blog entries. We hope, though, that staff would at least consider offering a few hundred words on their research whenever they publish, and would be happy to post any opinion piece that does not find a home in the news media. We see the blog being a standalone site with feeds onto the college home and research pages.

Locally, the ANU College of Law has developed an innovative multi-media unit, led by Richard Vuckovic. The ANU College of Law is seeking to develop multimedia sites – combining podcasts, vodcasts, and photographs – which seek to document teaching, research, community outreach, and events such seminars, and conferences. Ideally, we would like to have the capacity to make short documentaries and internet videos in areas of research concentration (like for instance, Law Reform and Social Justice).

The COAST Unit of the ANU College of Law is seeking to follow the best practice of the ANU Media Unit, and use social networking sites, like iTunes, YouTube, Twitter, LinkedIn, Facebook to distribute information about events, news, and research.

The ANU College of Law is a national leader in policy and media work in law. It would be great to have the capacity to do something like the University of Pittsburgh's *Jurist* – which is a site for legal information and news
<http://jurist.law.pitt.edu/>

8. Library and Information Services

In 2008, the ANU Law Library spent \$632K on serials (both physical and digital). The ANU Law Library Liaison Committee has been concerned about cancellations. The ANU Law Library Liaison Committee is concerned about the limitations in the budget for scholarly manuscripts. Books are “tools of the trade” and essential infrastructure for legal research. The quality of resources in the library has a direct impact on the ANU College of Law's capacity for research.

The ANU College of Law has been involved in significant projects relating to oral history, law reform, and social justice. It would be useful if the ANU Law Library could expand its role to be a repository for key legal materials – both primary materials and secondary materials.

Long-term, it would be useful to think about the transformation of the ANU Law Library into much more of a library, with a digital, virtual presence, much like the National Library of Australia or Google Books or the Internet Archives.

ANU College of Law
23 August 2010