

# Driving IT and Innovation at the Freie Universität Berlin

Michael Wilmes  
Head of Department  
electronic Administration and Services  
Freie Universität Berlin

## Agenda

- Freie Universität Berlin: Facts, Figures, Background
- The changing role of IT at FU Berlin
- SAP@FU Berlin
- Concluding remarks

Statistics (not including Medical Faculty)

---

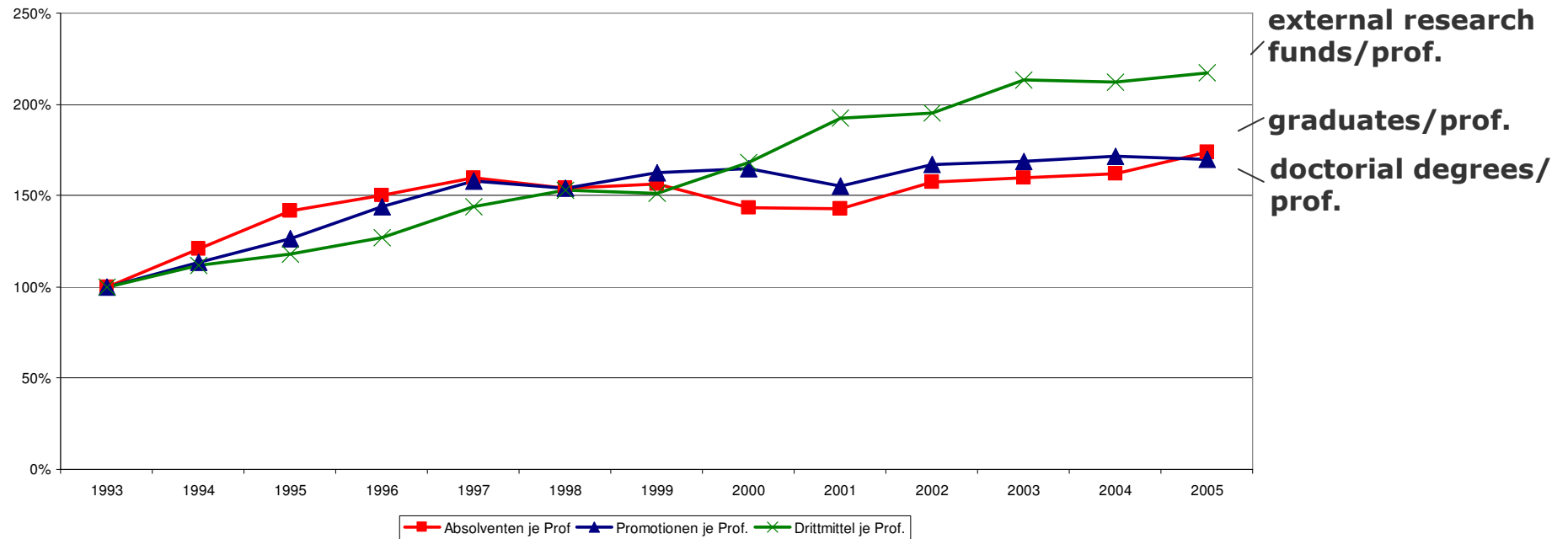
<b>Students:</b>	30.600 of which: 60 % women, 15% foreign students
<b>Professors:</b>	380
<b>Scientists:</b>	1.150
<b>Other personnel:</b>	2.200
<b>Staff funded externally:</b>	685
<b>Departments:</b>	Eleven (plus the Medical Faculty Charité)
<b>Institutes:</b>	74
<b>State funding:</b>	EUR 291 million
<b>External (third-party) funding:</b>	EUR 58 million

## Background

- Decreasing state funding for more than a decade
- Competitive environment in the HER sector in Berlin and Germany
- Increasing external funding and „entrepreneurial“ approach
- Strategy for the Future:
- Freie Universitaet Berlin - an International Network University
- Bologna in Berlin
- IT as “enabler

# Increasing Performance in Teaching and Research at Freie Universität Berlin since the early Nineties

### Index-Development since 1993



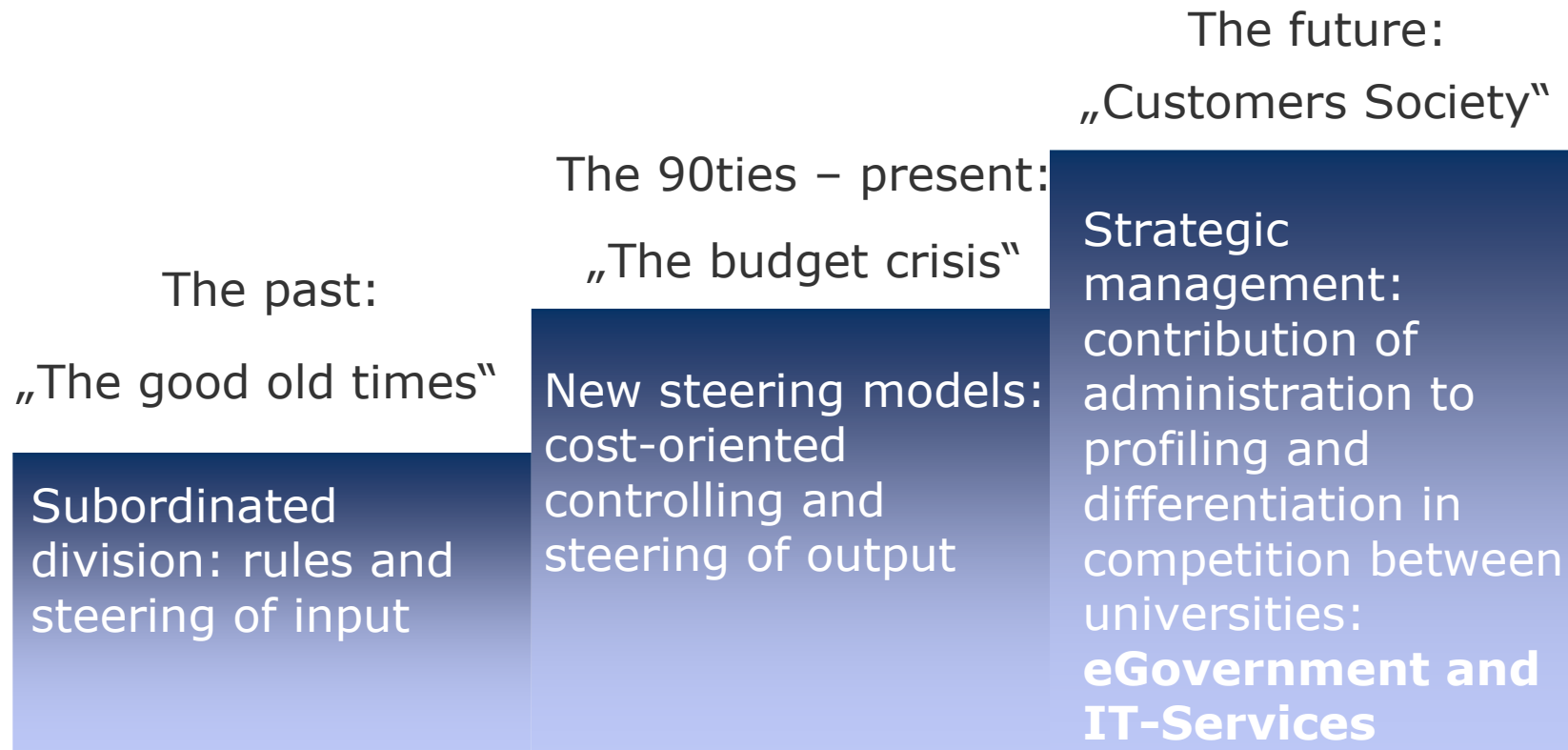
## Background IT at Freie Universität Berlin

---

- increasing performance in the past without systematic use of IT
- Rising demand for IT in Teaching, Learning, Research and Administration, but no IT-Strategy
- complicated stakeholder management („hackers“, „IT-natives“ and „IT-illiterates“)
- Bologna as „Y2K-situation“ for european universities
- fear/danger of „productivity paradox“, even less productivity in administrative functions after IT-Implementation

# The Drivers: Old and new demands on administration and management

---



## The role of IT in our Universities: How big is the challenge?

---

“Classic” tasks of the administration will remain, and will be augmented with new ones

- In the course of the transformation process, the specific responsibilities will in part become even more important (for example the examination administration in the course of the Bologna Reform)
- Resource management and financial controlling will become a permanent aspect of administrative actions
- Strategic university management supports the requirement of an overall concept to transform („reengineer“) the administrative functions

IT at the centre-point

- eGovernment (eBusiness), eAdministration also for the university

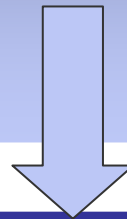


## Our approach since 2002

---

The 90ties - present  
„The budget crisis“

New steering models:  
cost-oriented  
controlling and  
steering of output

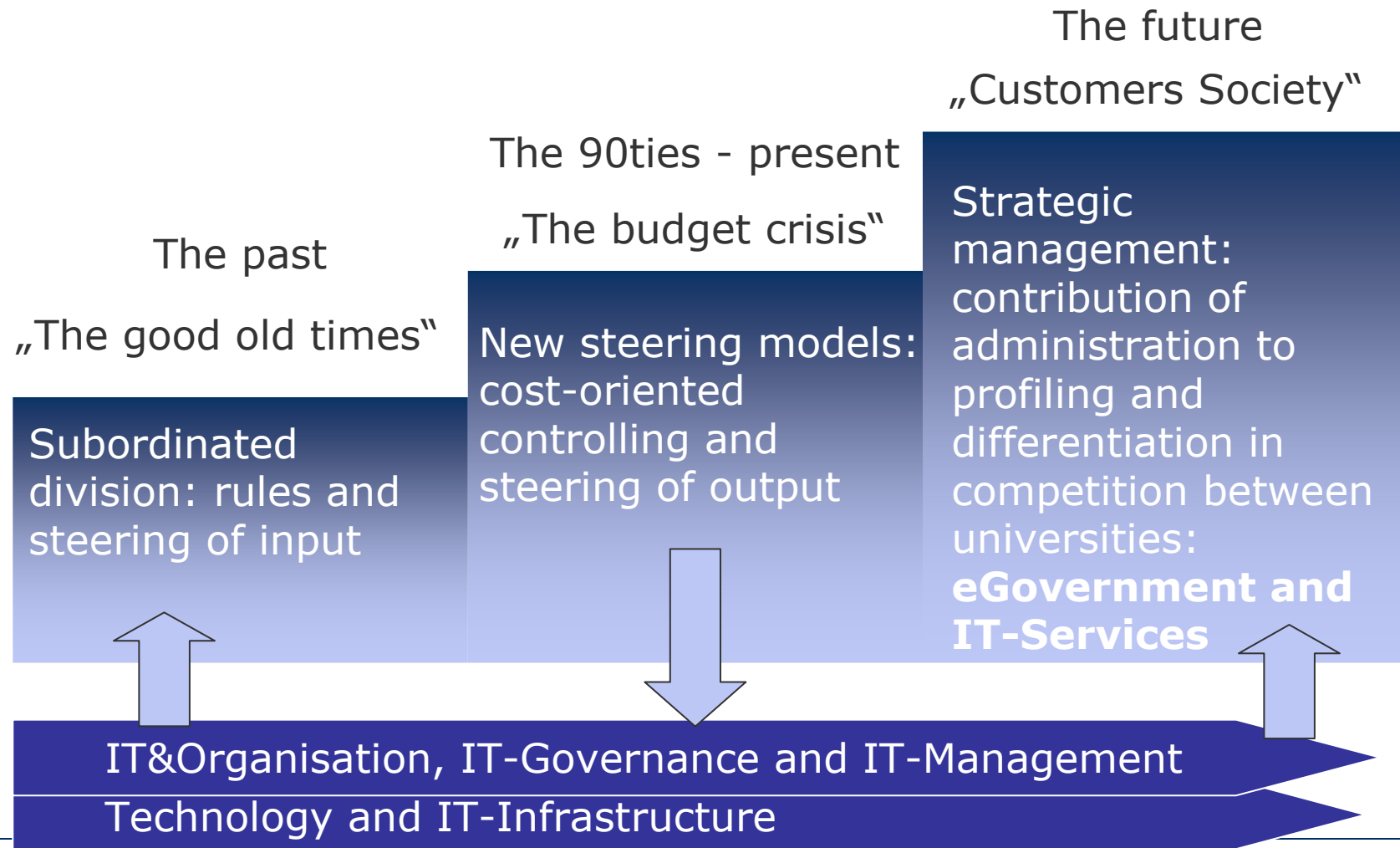


IT&Organisation, IT-Governance and IT-Management  
Technology and IT-Infrastructure

## IT Governance today

- Elements of new approach:
  - CIO-Board
  - strategic und operative IT-management
  - IT Portfolio
  - specified IT roles and responsibilities
  - standards for IT-projects, IT-security and IT-organisation
  - projectportfolio and defintion of key projects
  - standards and best practices (BSI, KBSt, ITIL, SAGA ...)

Before going on:  
IT&Organisation, IT-Governance, IT-  
Management and IT-Infrastructure  
as a framework



## Assignment: Project „Campus Management“

---

Integration: the structure of the project determines **a wide participation** of all departments of the FU Berlin

Essential content goals:

- **Design** and establishment of standard, university-wide **administrative processes**
- Efficient and long-lasting **integrated IT-support**
- To produce a reliable **non-redundant database**, and to enable a role-based access

Time guideline:

- A university-wide introduction of absolutely necessary functionalities? by winter semester 05/06

## Campus Management as an eGovernment Project

---

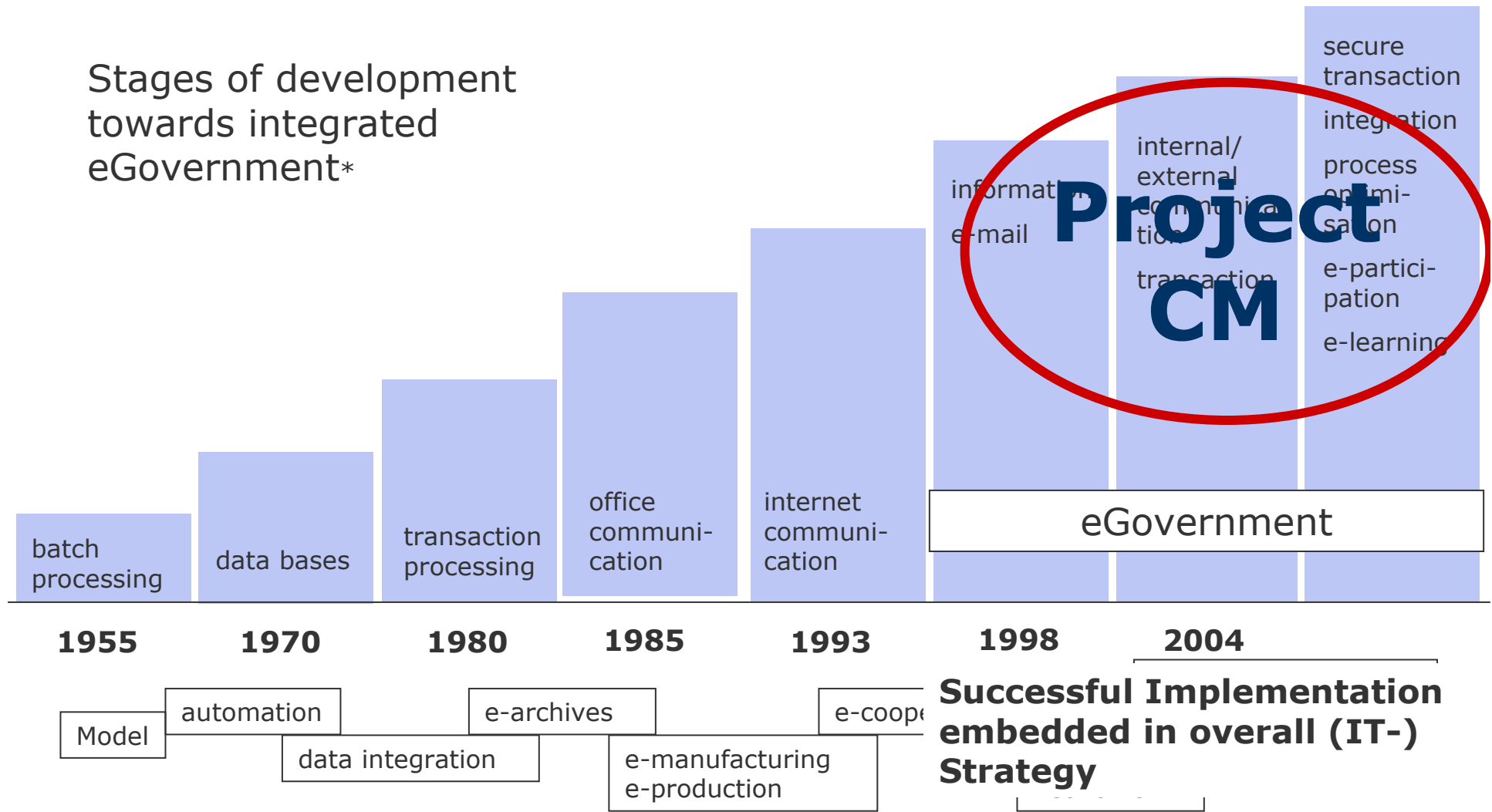
### Challenges for the IT-Department: Development of eGovernment/eAdministration

For university administrations this means above all:

- The complete digitalisation of all administration processes
- The uninterrupted integration of all administrative applications in processes, research and teaching
- A reduction in the burdens of rigid procedures and service functions to produce a leaner, faster administration
- Adaptation of processes to the needs of the customers / addressees.

# eGovernment for universities: The digital university?

Stages of development towards integrated eGovernment\*



For example: Future needs of action for CM

---

### Legal and procedural security

- electronic records
- electronic signature

### Operative resource management

- realization of module sequences
- acceleration of procedures (general study duration)
- non-overlapping course schedules

### Qualitative optimization of study and study success

- assessment of workload and readjustment
- advanced integration of components of Combi-Bachelor study programs (attendance times, exam frequency, etc.)
- integration of eLearning and eCollaboration

## For example: Future needs of action for CM

---

### Legal and procedural security

- electronic records
- electronic signature

"classical"  
administration

### Operative resource and date management

- realization of module sequences
- acceleration of procedures (general
- non-overlapping course schedules

resource  
management

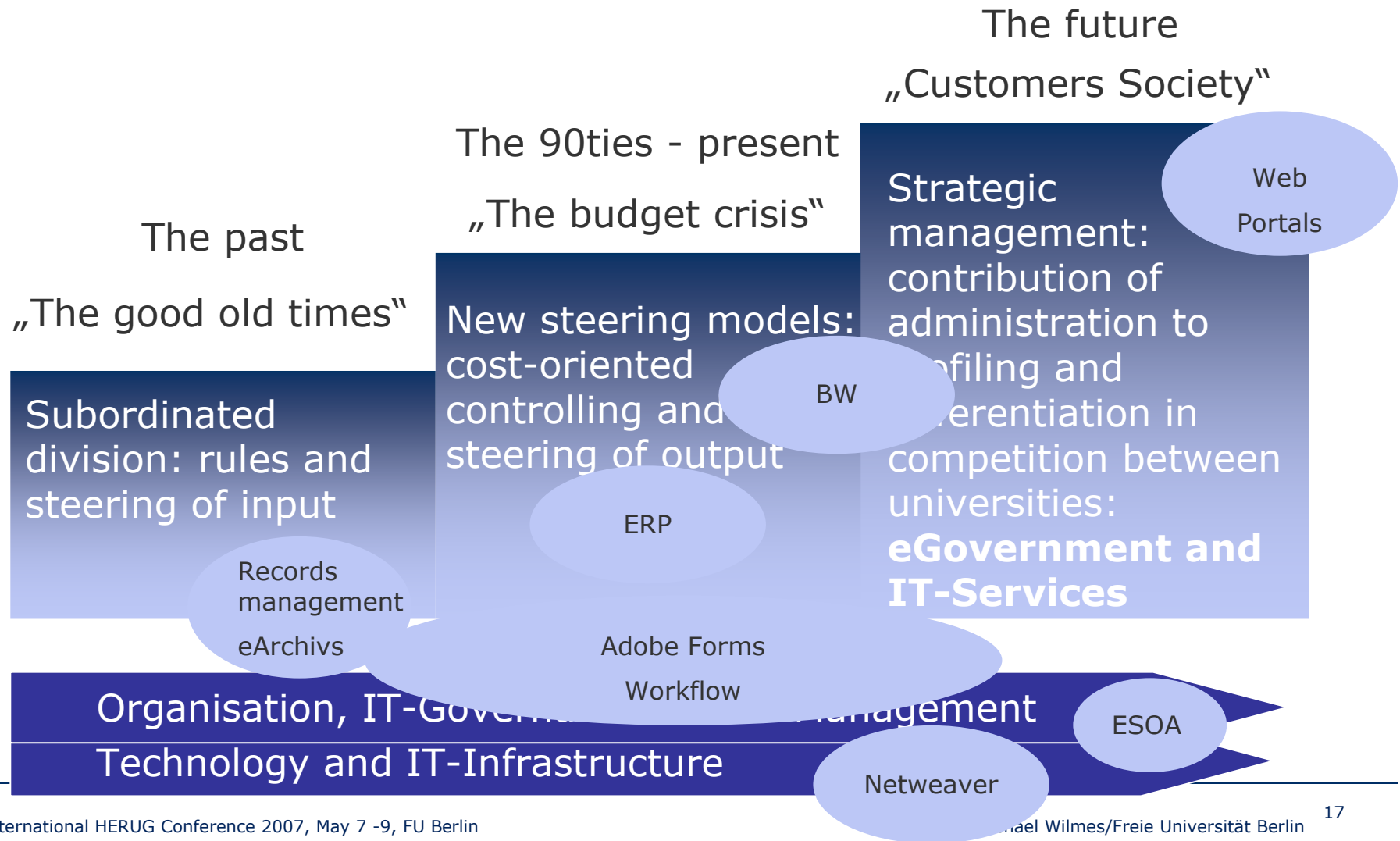
### Qualitative optimization of study and study success

- assessment of workload and readjustment
- advanced integration of components  
programs (attendance times, exam
- integration of eLearning and eCollaboration

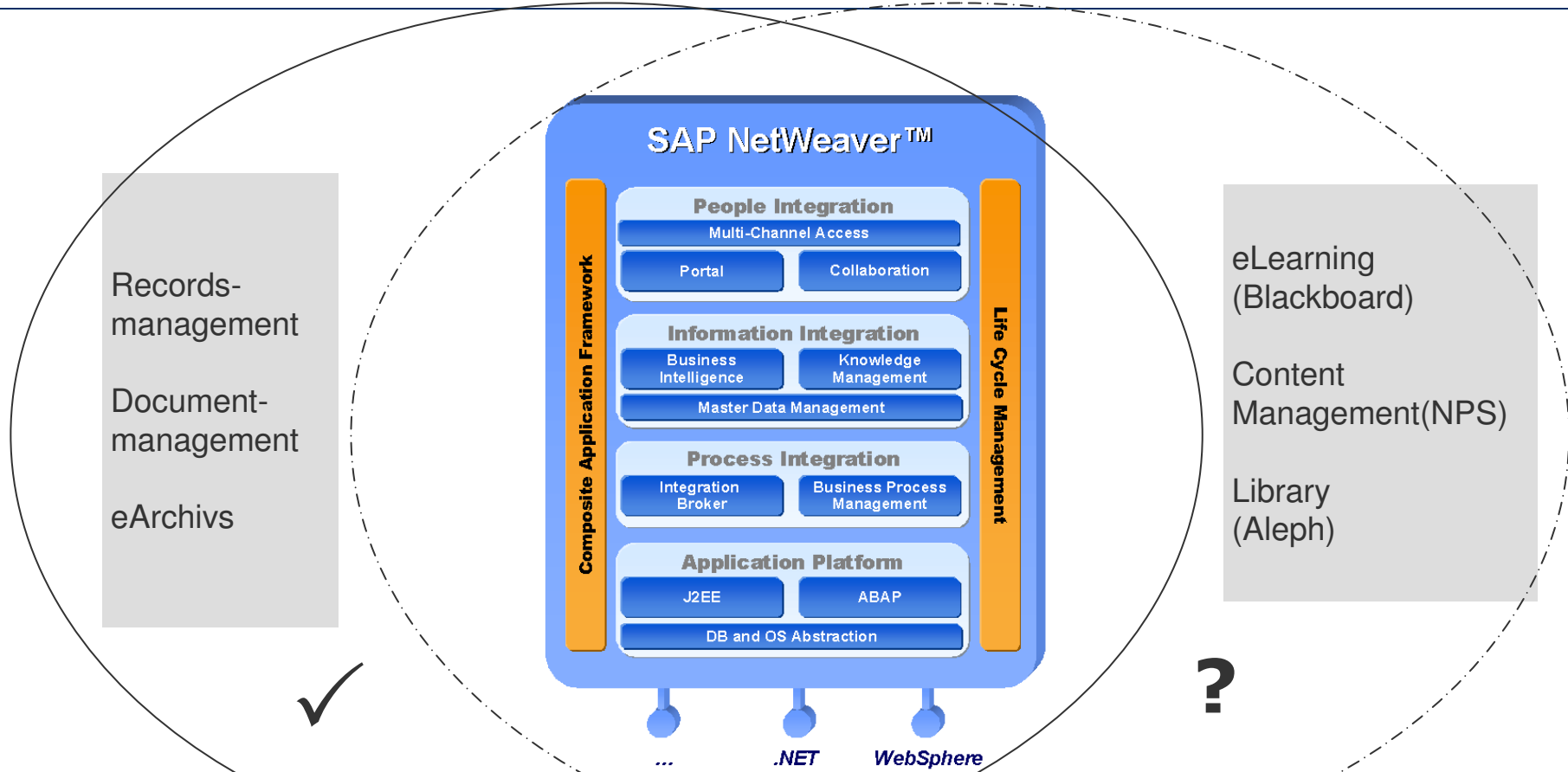
services



# SAP solutions and the IT Landscape



# The technological approach: SAP Netweaver at Freie Universität Berlin



“Administrative Computing”: Borders to Teaching, Learning and Research are vanishing, ESOA for the University

## Concluding remarks: Universities, Strategy and IT

---

IT is one of six key assets (human, financial, physical, intellectual property, relationships and IT) that must be governed to create value. IT is an essential ingredient for business competitiveness.

(Well, Ross/MIT 2004)

Because that's true for universities, too,  
an IT "strategy" is needed

## Concluding remarks: Universities, Strategy and IT

---

Henry Mintzberg:

„Strategy is a pattern in a stream of decisions“

But: Who is deciding in an „organized anarchy“ or „loosely coupled system“?

Henry Mintzberg:

„Our conclusion is that strategy formulation walks on two feet, one deliberate, the other emergent“

## Concluding remarks: Universities, Strategy and IT

---

To drive IT and Innovation in an university adequate strategies of shared governance and balanced central and decentral powers are needed

Without a „Methodology“ of strategic and operative IT-Management the potential impact of integrated IT infrastructures cannot be realized

The „Impact of SAP on our Universities“ is closely linked to our institutional strategies in general and our IT strategies in particular

Welcome to our discussion at HERUG 2007 in Berlin