Panel 1: IT Management in the University Environment

ITSM at Universities with Campus Management Systems
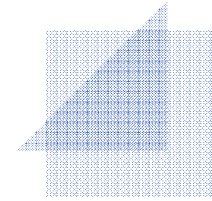(a research project)

Speaker:	Pascal Wild, University of Zurich
Partner:	SAP AG (Switzerland)
Date:	May 2007

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SAP
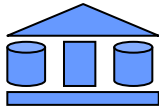
Challenges for a Campus Management University

- Proceeding virtualisation of the campus by e-learning and the digitalisation of administrative processes (e.g.: campus management systems).

- Heterogeneous target audience (students, faculty, administration)

- Decentralized organisations with distinct desire for autonomy (especially European universities)

- Distinction between technical and functional requests / rising demand for functional support (due to Bologna)

- 7*24 online services → which support level is necessary/expected?

About ITSM@Campus
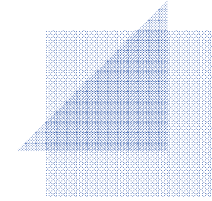
- Objective:

  - Reference model designed in ARIS → How to organise the support at universities with campus management systems

- Research:

  - Eleven case studies
    - Universities: U Basel, FU Berlin, U Bern, K.U. Leuven, ETH Zurich, U Zurich
      Short studies (ACM papers): U Southern California, Colgate University
    - Private sector: UBS Global Wealth Management, UBS Investment Bank (HR IT), University Hospital Zurich
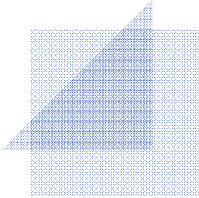 - Best practice literature

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Identified problem areas at European universities
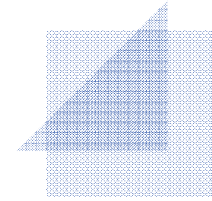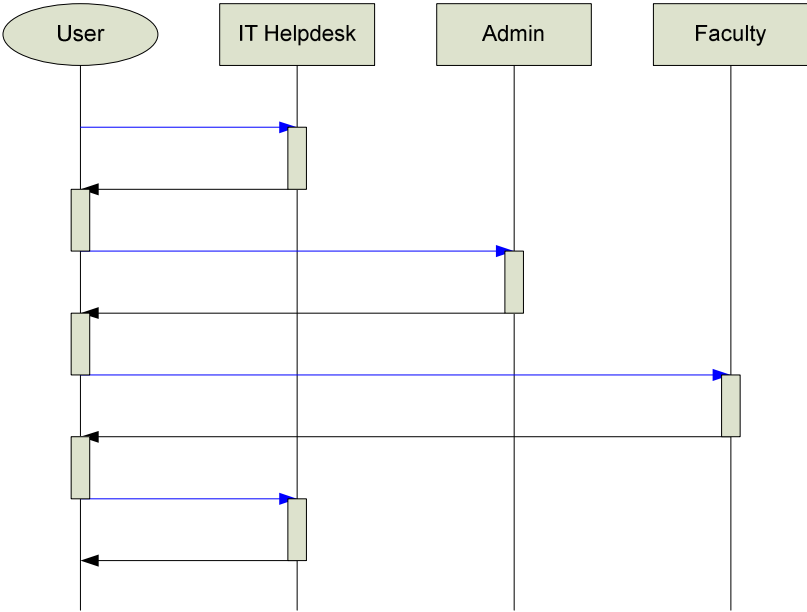
- **Bypassing established support channels (hey Joe effect)**

  - Causes
    - Lack in communication
    - Missing cooperation between 2nd/3rd level and helpdesk
    - Insufficient know how and competences on first level
  - Consequences
    - Delayed IT projects
    - Intransparent support costs and support quality

- **Multiple service providers**

  - Causes
    - Organisational culture (silo organisation/architecture)
    - Absence of a communication platform
    - University wide service portfolio is not defined
  - Consequences
    - High variety of support instances and contact persons
    - Customer/user requires detailed organisational knowledge
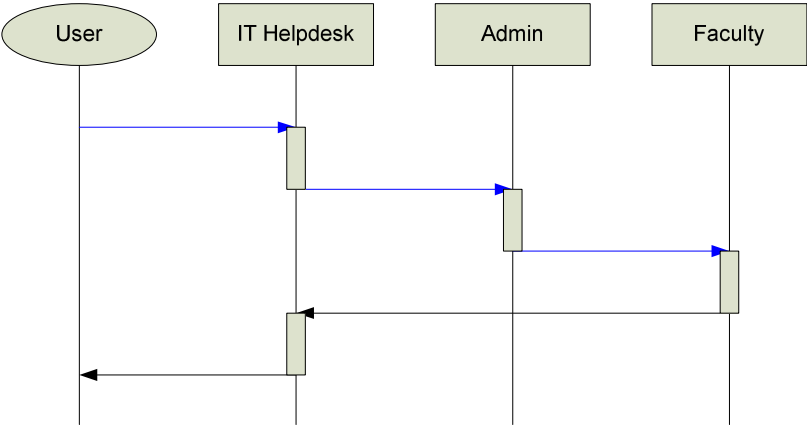   - Customer/user abused as message broker between service providers
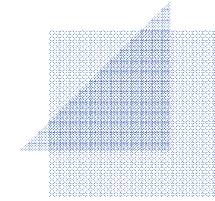
# User abused as message broker

Case: A

Case: B

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Stakeholder analysis

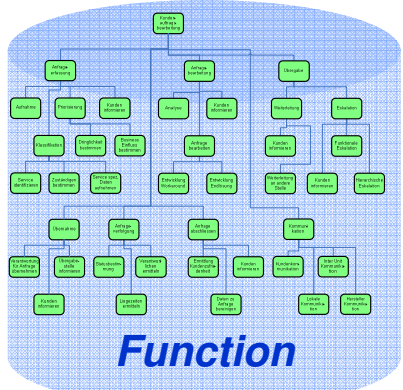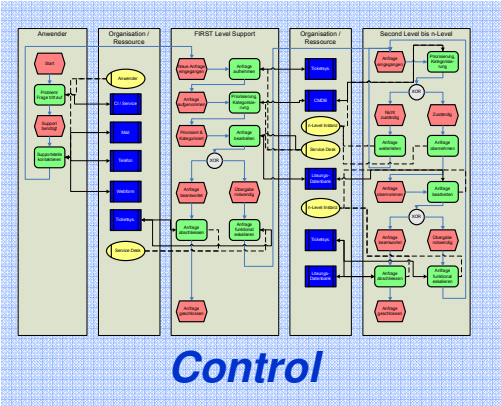|	Teaching (decentral)	Students	Administration (central)
Environment			
Application portfolio	*Support profile:*	*Support profile:*	*Support profile:*
Complexity CM application			
Organisational affiliation			
Involved in operational business	• *Familiar with the application portfolio (E-Learning, CM functions and services…)*	• *Familiar with the application portfolio (E-Learning, CM Services…)*	• *Familiar with the application portfolio (ERP, CM functions, CRM…)*
Organisational knowledge			
Behaviour			
Fluctuation			
Working hours	• *Academic structure*	• *Study guidelines*	• *Student lifecycle*
Demand for support GENERAL			
Demand for support SAP CM	• *Organisational matters*	• *Student lifecycle*	• *Organisational matters*
Preferred support method			
Preferred supporting channels	• *Support hours: Mo – Fr (7:00 – 18:00)*	• *Support hours: Mo – Su (8:00-22:00)*	• *Support hours: Mo – Fr (7:00 – 18:00)*
Demands for …			
Technical support	• *Fulltime employee*	• *Part time employee (Students)*	• *Fulltime employee*
Functional support			

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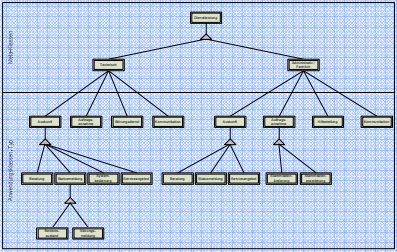University of Zurich

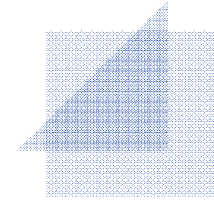# Service oriented support organisation (SOS concept)
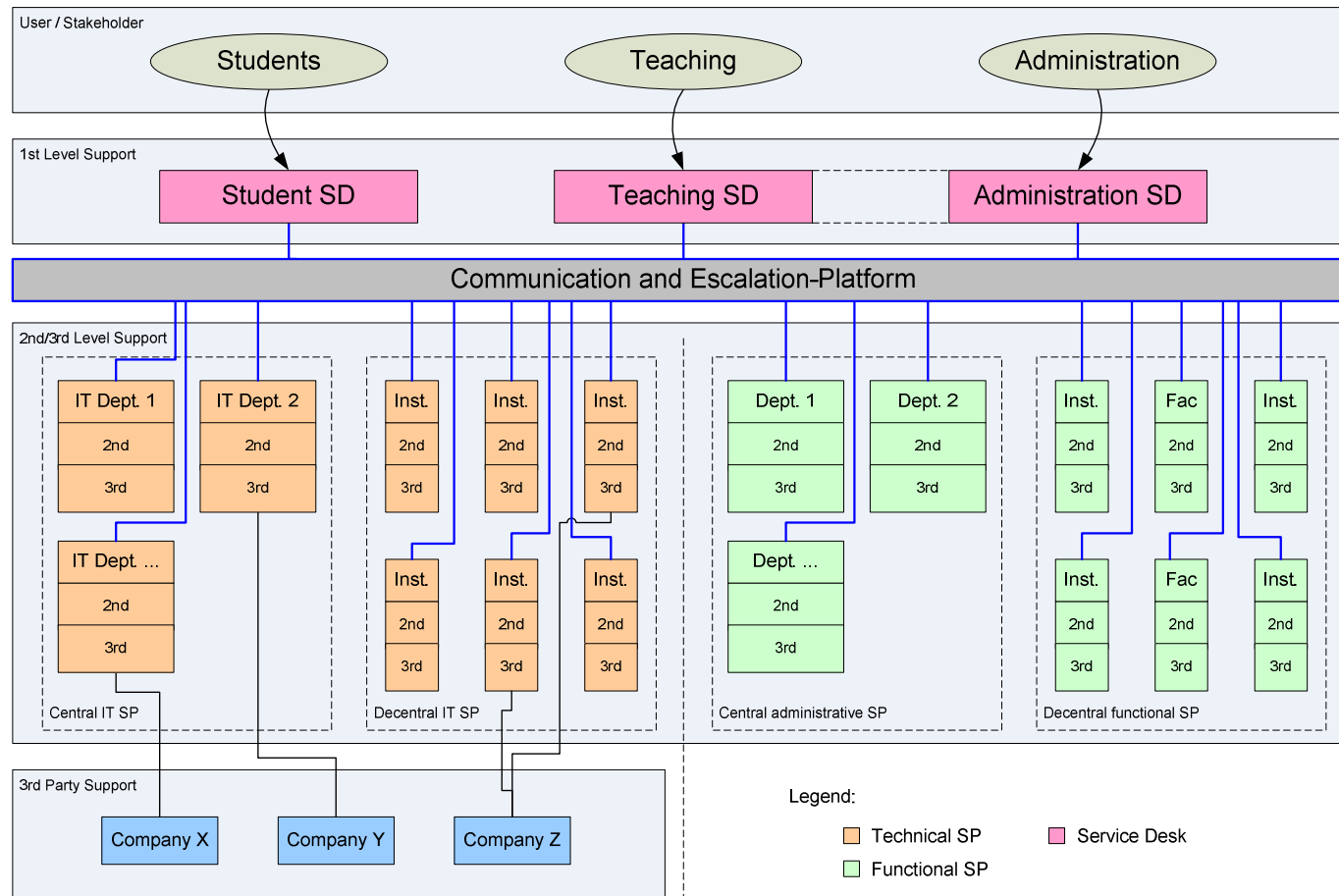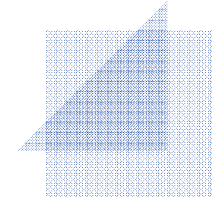
Result of the study

Organization

Data

Control

Function

Output

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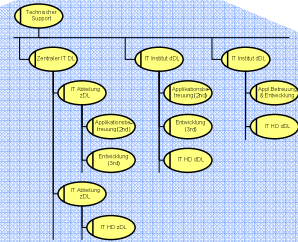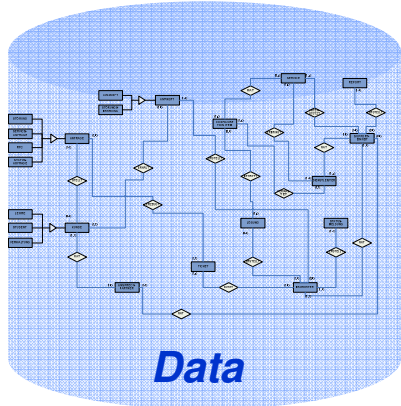
Critical success factors

- IT governance structure

- Internal and external (customer) communication

- Knowledge management

- Quality management

- Catalogue of university IT services
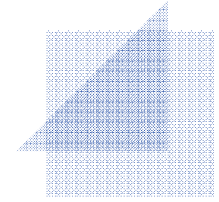
- Service provider culture

ITSM at Universities with Campus Management Systems

Thank you!

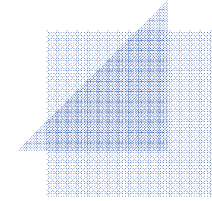Speaker: Pascal Wild, University of Zurich
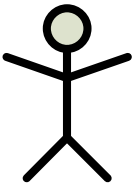
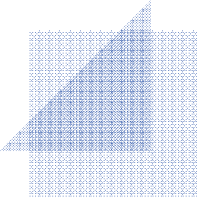Email: pascal.wild@access.unizh.ch

Page: http://www.campusmanagement.ch.vu

BACKUP slides

Knowledge topography

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Service desk structure

User

Service

Service Desk Students/Teaching/Administration						
Service X			Service Y		Service Z	
IT SP	Admin SP	Func SP	IT SP	Fach SP	IT SP	Admin SP
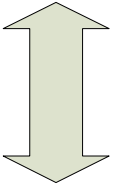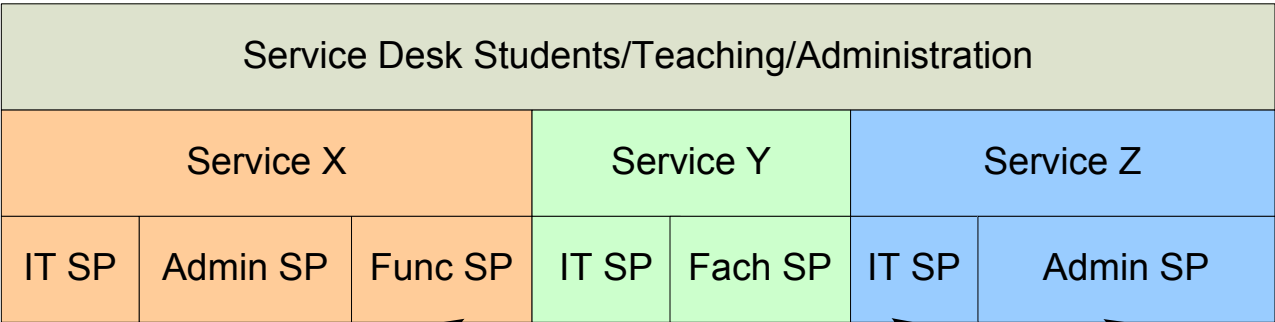
Knowledge owner /
Service provider

Central IT SP	Central Administration	Decentral IT unit	Faculties

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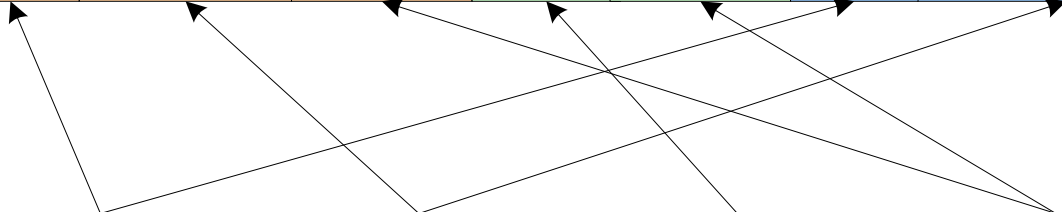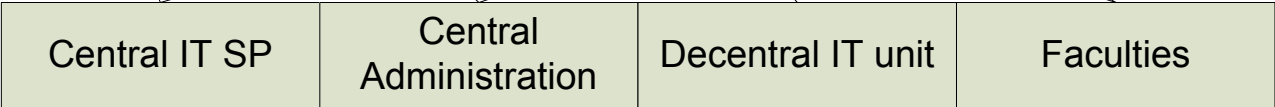
From IT division to IT service provider II
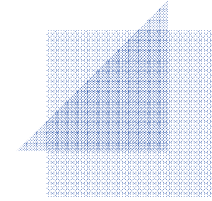
Proportion of value-added

	Minor share of value-added	High share of value-added	Selling product
Process neutral IT-Service	e.g. Telephone, Fax	e.g. E-Mail, Groupware	
IT-Service for back office	e.g. Recruitment	e.g. Finance, Controlling	
IT-Service for middle and front office	e.g. Strategic planning	e.g. CRM, ERM, Logistics, **CM systems**	e.g. Electr. Ticketing, e-banking, **CM systems**

- Customer oriented service portfolio

- IT-services as commodities (standardized, fix price, reproducible, high quality)

- Business oriented IT-services

Reference model II: Federative support organisation (evolutionary)

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