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
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
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
## Stakeholder analysis

<table>
<thead>
<tr>
<th>Environment</th>
<th>Teaching (decentral)</th>
<th>Students</th>
<th>Administration (central)</th>
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</thead>
<tbody>
<tr>
<td>Application portfolio</td>
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<tr>
<td>Complexity CM application</td>
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<td>Organisational affiliation</td>
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<td>Involved in operational business</td>
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<td>Organisational knowledge</td>
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<tr>
<td>Behaviour</td>
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<td>Fluctuation</td>
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<td>Working hours</td>
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<tr>
<td>Demand for support GENERAL</td>
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<tr>
<td>Demand for support SAP CM</td>
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<tr>
<td>Preferred support method</td>
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<td>Preferred supporting channels</td>
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<tr>
<td>Demands for ...</td>
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<tr>
<td>Technical support</td>
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<tr>
<td>Functional support</td>
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</table>

**Support profile:**
- Familiar with the application portfolio (E-Learning, CM functions and services...)
- Academic structure
- Organisational matters
- Support hours: Mo – Fr (7:00 – 18:00)
- Fulltime employee

**Support profile:**
- Familiar with the application portfolio (E-Learning, CM Services...)
- Study guidelines
- Student lifecycle
- Support hours: Mo – Su (8:00-22:00)
- Part time employee (Students)

**Support profile:**
- Familiar with the application portfolio (ERP, CM functions, CRM...)
- Student lifecycle
- Organisational matters
- Support hours: Mo – Fr (7:00 – 18:00)
- Fulltime employee
Service oriented support organisation (SOS concept)
Result of the study

Organization

Data

Control

Function

Output
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!

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Page: http://www.campusmanagement.ch.vu
BACKUP slides
## Knowledge Topography

<table>
<thead>
<tr>
<th>Knowledge Attribute</th>
<th>Technical Knowledge CU</th>
<th>Technical Knowledge DU</th>
<th>Functional Knowledge</th>
<th>Administrative Knowledge</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge Owner</td>
<td>Central IT SP</td>
<td>Central Admin</td>
<td>Decentral IT Unit</td>
<td>Faculty</td>
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<tr>
<td>Organisational Unit</td>
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</tbody>
</table>

- Central IT SP
- Central Admin
- Decentral IT Unit
- Faculty
Service desk structure

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

Central IT SP  Central Administration  Decentral IT unit  Faculties

Knowledge owner / Service provider

User
### From IT division to IT service provider II

#### Proportion of value-added

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

- 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)