Change: Implications for the implementation of successful cross-university service provision

Thomas Eifert, Nicole Filla, Sabine Scherm
What to expect

- Project Datensicherung.nrw (Dasi.nrw)
  - RWTH Aachen University and North Rhine-Westphalia (NRW)
  - Datensicherung.nrw – motivation
  - Project timeline
  - Service Provider & Service User Sites
  - Current state

- Changemanagement in Dasi.nrw
  - Why is change management so important here?
  - Key success factors – just a little bit more complicated
  - Implementation by the Change Agent
  - Current state & conclusion
• RWTH Aachen University
  – IT Center
  – 270 institutes
  – 50,000 students
  – 12,000 employees

• North Rhine-Westphalia
  – Federal state
  – 37 public higher education institutions
Datensicherung.nrw – motivation

• Where do we come from?
  − Each university has its own backup with on premise hardware
  − Emergency-Backup: copying data from one university to another
  − NRW using the same software through a state-wide license
  − Tender for new software and hardware necessary

➔ Starting point for “Datensicherung.nrw”
  − NRW-wide, cross-university project started August 2020 to build up a co-operative cross-university backup service

• Benefits
  − Bundling of competencies
  − Free those universities from burden who cannot afford to do it themselves

• Solution sketch
  − Few service providers
  − (Many more) experts for particular scenarios

www.datensicherung.dh.nrw
**Project timeline**

**2020 – first steps**
- Requirements for software
- Development operating concept

**2021 – concept phase**
- Support
- Connectivity
- Enrolment / processes
- Service Provider / Service User Sides

**2022 – implementation**
- Trainings
- Workshops

**2023 – onboarding**
- Data Transfer as a service / Launch
- Migration
  ➢ recurring process
Service Provider & Service User Sites

1. RWTH Aachen
   - FH Aachen
   - Universität Paderborn
   - Hochschule für Musik und Tanz Köln
   - Universität Siegen
   - Hochschule Düsseldorf
   - FH Dortmund
   - Bergische Universität Wuppertal

2. UDE
   - Hochschule Ruhr West
   - Folkwang Universität der Künste
   - Ruhr Universität Bochum
   - TU Dortmund

3. Uni Bielefeld
   - TH Ost-Westfalen-Lippe
   - Hochschule für Musik Detmold
   - Hochschule Bielefeld

Funded by:
- RWTH Aachen
- FH Aachen
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Innovation durch Kooperation

Ministerium für Kultur und Wissenschaft des Landes Nordrhein-Westfalen

Datensicherung.NRW

Service Provider & Service User Sites

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Current state

- **The following goals have been achieved**
  - Development of an operating concept for a state-wide data backup service for state universities in NRW
  - Procurement of a uniform/consistent software solution for the cross-university service

- **Close coordination and cooperation with the IT administrators at RWTH**
  - more than 270 institutes and facilities at RWTH converted to the completely new backup infrastructure
  - onboarding process will continue into the second half of 2023 statewide
  - additional universities can already use the newly designed service at RWTH
Why is change management so important here? (1)

- **Challenge:** Management and coordination of a statewide project with cross-site service teams and processes

- Backup is not only copying data from one university to another
- Process integration was and still is a crucial component of this service
  - To be scalable on the provider side
  - To be usable on the consumer side

- Many people and roles are involved or affected by the new concept

  ➢ **“Managing the change”**
  - Implementation is a major change: cross-university service usage and delivery
  - Need for moderation, coordination and organization
  - **Change Agent (CA)** as a connector between cooperating HEI
Why is change management so important here? (2)

• **Process integration**, the way the service is handled on both sides, required many organizational changes
  ➢ Use of change management and change agency methods

• **Authentication and authorization** (together with another NRW project IDM.nrw)

• Work-sharing, cross-university support concept, with cross-univ. for requestors and supporters

• Most of the universities have little experience in outsourcing of basic services

• New structure for both sides
  – Necessity of SLAs
  – Needs much more structured approach for service delivery and support
Key success factors – just a little bit more complicated

- **“Normal” key factors** for change management
  - Communication
  - Transparency
  - Active involvement of all stakeholders

- … just a little bit more complicated
  - 3 or possibly more service providers
  - Possibly 37 service user
  - Each university with different background and structures

- Collaboration of **all stakeholders** on management and technical level

- Introduce new role, differentiate between Project Manager and Change Agent
  - Project Manager = strategy
  - Change Agent = organization, planning, transparent communication
Implementation by the Change Agent (1)

• Role-specific **training and workshops** for project partners to use new software solution

• Organization and control of the shared **documentation platform** - Single Point of Information
  https://doku.dasi.nrw/

• Design of a **cross-site support** infrastructure → from universities for universities

• Coordinating the adaptation of data recovery processes
  – Design together with administrators, data protection officers of the universities and incident management
  – Cooperative design of the processes with recourse to the expertise available at the project partners leads to **synergies** and **lived cooperation** in the implementation phase
  – CA focuses on the **organization, communication and control of the overall project**
  – The processing of **work packages in special expert groups** is an essential part of the changeover work
Implementation by the change agent (2)

- **Regular workshops** to share experiences and insights
- Support offer: **Backup Consulting Day** provided by professionals of software enterprise
- Further medium for efficient and transparent communication: **Backup mailing list**

➢ **CA** acts as an intermediary between the different levels

![Diagram showing the role of CA in the support structure]

End Users  
Service provider and service user sites  
Vendor  
First level support  
Management & operational level
Current state & conclusion

• **Current state**
  – Uniform software solution already in use at a majority of participating universities
  – Roll-out as well as onboarding and the establishment of additional data centers are currently taking place
  – Fulfillment of all technical and organizational requirements of the universities resulting from the cooperative approach

• **Conclusion**
  – Successful implementation based on
    • Addressing both technical and organizational issues
    • Monitoring and coordination of the project-related changes by a Change Agent

➢ The first opportunity to collaboratively design, build and use a service – from universities in NRW for universities in NRW
Thank you for your attention.