



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 and North Rhine-Westphalia (NRW)

- **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**

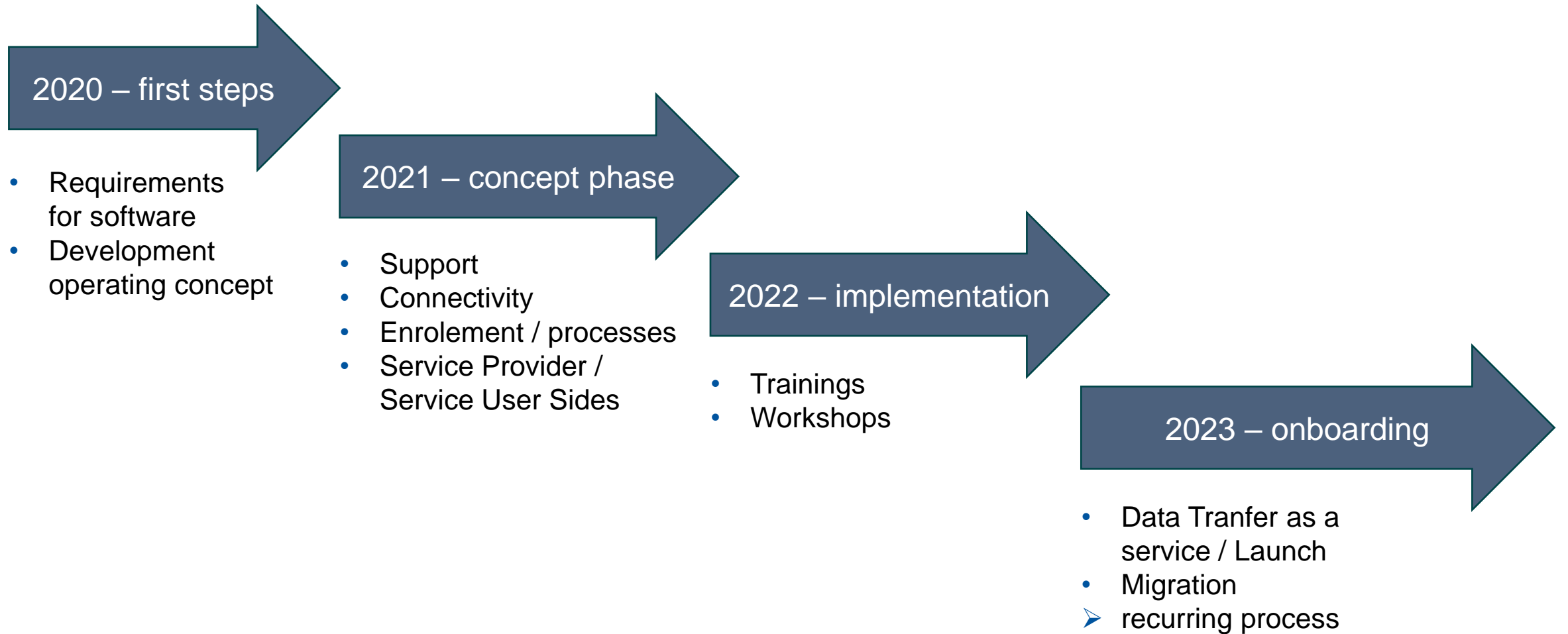
- Few service providers
- (Many more) experts for particular scenarios



www.datensicherung.dh.nrw



Project timeline



Service Provider & Service User Sites

1. RWTH Aachen

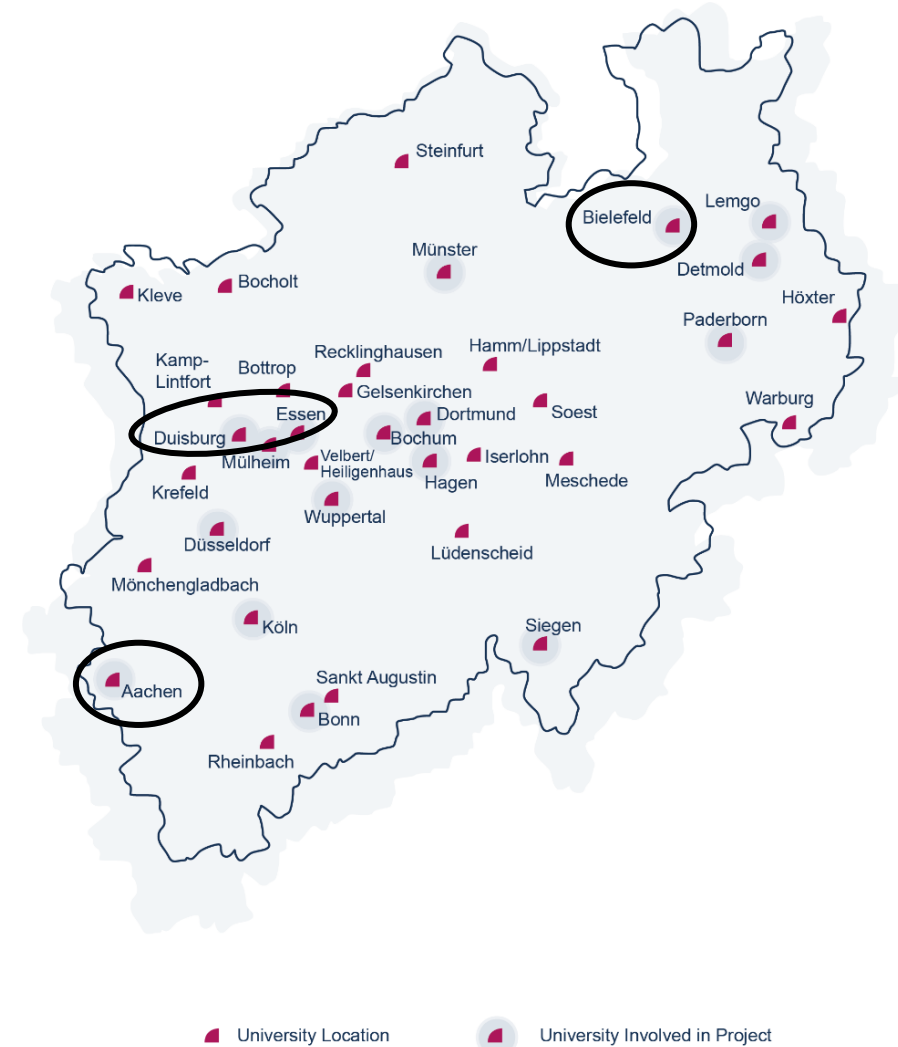
- FH Aachen
- Universität Paderborn
- Hochschule für Musik und Tanz Köln
- Universität Siegen
- Hochschule Düsseldorf
- FH Dortmund
- Bergische Universität Wuppertal

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



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



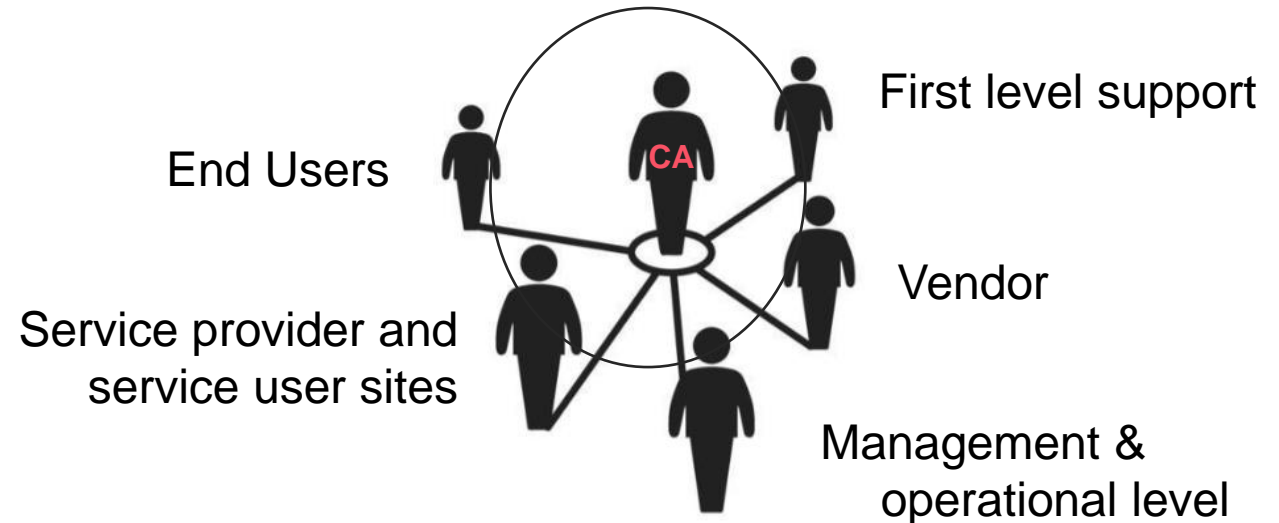
Implementation by the Change Agent (1)

- 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



Current state & conclusion

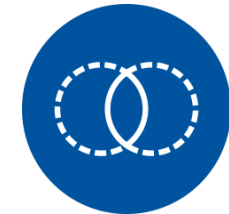
- **Current state**

- 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.

