

A stylized, light blue profile of Heinrich Heine, facing right, positioned on the left side of the slide.

## Benchmark as a management tool for university IT portfolios

Bert Zulauf

Center for Information and Media Technology  
Heinrich Heine University Düsseldorf

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1. Local University, region
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  - IT strategy, IT organization, IT portfolio, IT budgets
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5. Summary



# Local University, Region

## Heinrich Heine University of Düsseldorf



Image: Bert Zülau



- Everything on a single campus
- 36.000 students
- 4.000 employees including 350 professors

## 5 Faculties

- Mathematics and Natural Sciences
- Philosophy
- Medicine
- Law
- Economic Sciences



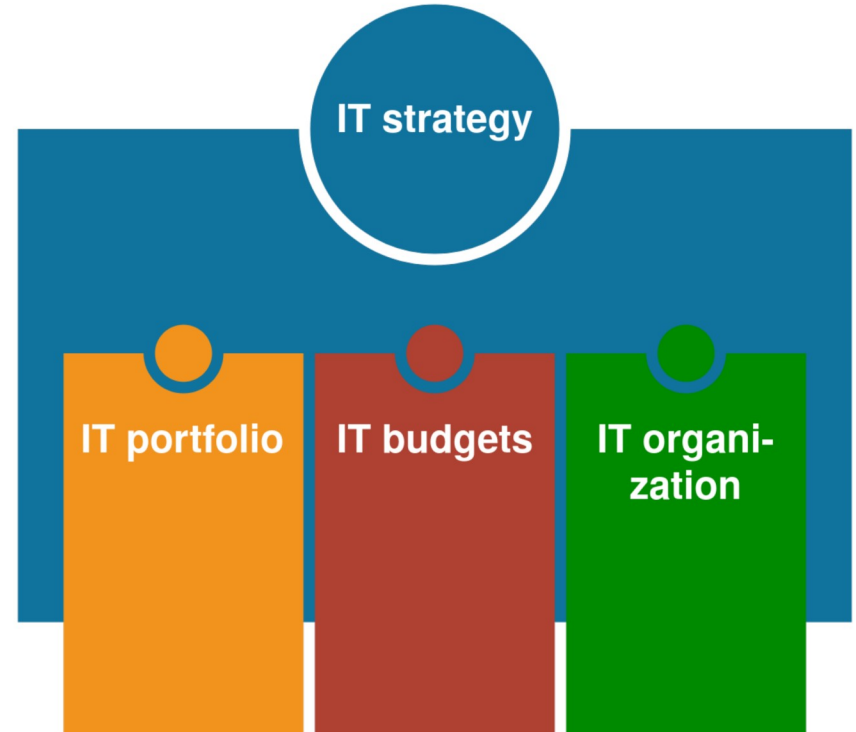




# Perspectives

## Indicators for

- IT strategy
- IT portfolio
  - IT basic supply
- IT budgets
  - Personnel, Network access, Server, Software,..
- IT organization
  - centralized, decentralized







# IT Benchmarking and its objectives

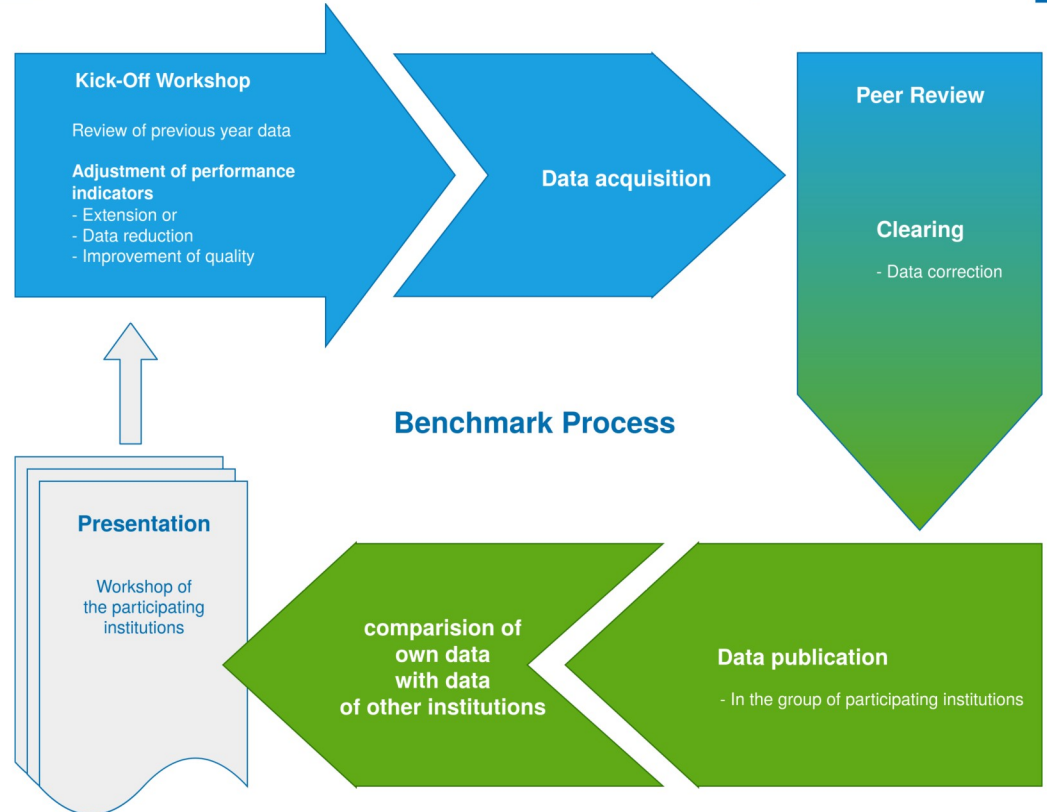
# IT Benchmarking objectives

- Establishment of a continuous process to identify and adopt best practices
- Establishment of a tool for management decisions by those responsible in university IT
- Permanent improvement and efficiency increase of IT
- Improvement of internal and external cost transparency through determination of key indicators
- Determination of optimization potentials
- Making the IT share of the input and output of universities visible and quantifiable
- Identifying long-term trends



# IT Benchmark Process

- Global process
- Local process
  - Analysis of the data
  - Search for comparison partners
  - Identification of own weak points
  - Uncovering potentials
  - Identifying improvements
  - Implementation of the improvements that are fed back into the benchmark process



# IT Benchmarking Groups

- Worldwide
- Throughout Europe
  - BencHEIT
- Regional in Germany (North Rhine-Westphalia)
  - Bench IT! NRW



TUBS, Locator map North Rhine-Westphalia in Germany, CC BY-SA 3.0



Adapted from: [Eunis BencHEIT Overview 2018](#)



Adapted from: [CHEITA IT Benchmarking](#)



# Results

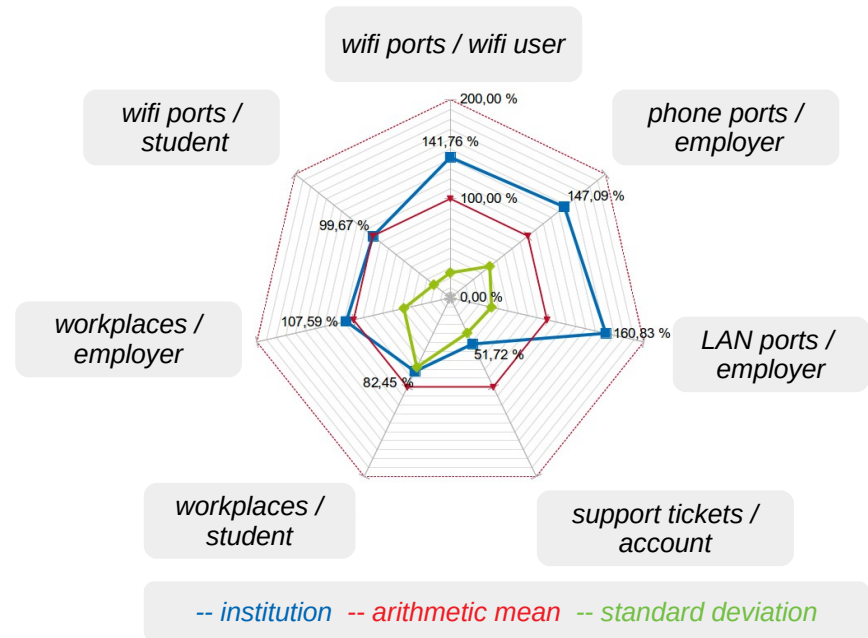
## Comparison of the results

- IT Benchmarks can be implemented well in the central IT units of a university

### Generally the following challenges have to be considered

- Difficult due to different IT structures (central versus decentral)
- As IT budgets, costs are often linked to parts of the IT organization, Benchmarking examines services
- Some data is not available in the required level of detail for many institutions

Example of how a comparison of the data could be evaluated graphically





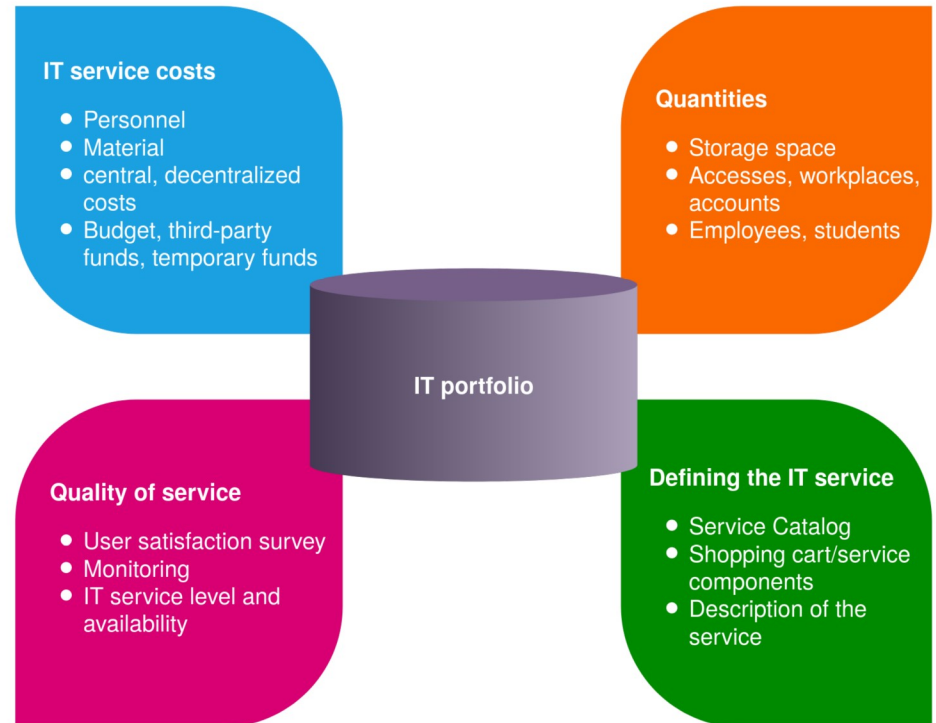


# Review and improvement possibilities



# Important relationships for evaluating the results

- IT Benchmark objectives can be achieved through a continuous maturity process
- Some IT services are not widely represented, therefore, analyzes are not possible in these areas
- **IT Benchmark results:**
  - Indicators for IT service costs and quantities
- **Important relations:**
  - Definition of service
  - Quality of service



## Key indicator model

- Improve the estimation between central and decentralized indicators
- Focus on existing data, automatic data or simplified data
- Common quality criteria
- Useful data for internal IT controlling
- Experience values for planning future activities

## Quality management

- Process development on the basis of maturity models
- Improvement of the data collection
- Additional documentation to improve the (review) process



Aspects and backgrounds  
relevant for strategies



## Aspects and backgrounds relevant for strategies

- Potential for an enhanced view on strategic digitalization objectives
- However: isolated benchmark data on its own is not sufficient as a basis
- The benchmark results provide limited support for general strategic objectives

- **Benchmark process**



- **Benchmark data (improvement)**



- **Benchmark results**





# Thanks for your attention !

**Bert Zulauf**

zulauf@hhu.de

<https://www.zim.hhu.de>



 0000-0002-5747-7892

 @HHU\_ZIM

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