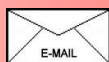




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UNIVERSITY
OF LONDON



ROYAL ACADEMY OF MUSIC



University of London



UNIVERSITY OF LONDON



Heythrop College

The Specialist Philosophy and Theology College of the University of London



LONDON SCHOOL of HYGIENE & TROPICAL MEDICINE



THE LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE



Leading education and social research
Institute of Education
University of London



SOAS
University of London



UNIVERSITY OF LONDON



UNIVERSITY
OF LONDON
INTERNATIONAL
PROGRAMMES



University of London Union

the
CareersGroup
University of London

SENATE
HOUSE
LIBRARY
UNIVERSITY
OF LONDON

University
of London
**Housing
Services**

 **SCHOOL of
ADVANCED STUDY**
UNIVERSITY OF LONDON


SAUL

 **ulcc**
University of London
Computer Centre



UNIVERSITY
OF LONDON

Shared Services



**UNIVERSITY
OF LONDON**
INTERNATIONAL
PROGRAMMES

- 12 institutions
- >52,000 students
- Coursera

the
CareersGroup
University of London

- >50 institutional customers
- largest careers service in Europe
- >25,000 employers



- >400 institutional customers.
- 1½ million students on Moodle platforms
- Nexus Enterprise Service Bus
- Agresso hosting

Success Factors

- Find the demand
- Start small
- Provide different levels, different speeds and different entry points
- White Label
- Focus on the transactional/critical mass win-wins
- No 'one size fits all'





Perspectives: Policy and Practice in Higher Education

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perspective


New approaches to technology in HE management

Chris Cobb

Approaches to technology in management information systems

We are at an age where technology is touching almost all aspects of our day-to-day business and when student and staff expectations for responsive, relevant and accessible information are at an all-time high. This is also a time when funding cutbacks and future uncertainty are creating an environment of innovation and greater acceptance of new service delivery models which were previously considered too politically fraught or unpalatable.


Most UK universities can trace their current management information systems back to significant investments made in the 1990s, largely fuelled by concerns about the millennium bug and a change from character interfaces (with command line or keyboard-based interfaces, originally through 'dumb' terminals such as VT100 or VT220 and latterly through terminal emulation) to graphical user interfaces (GUIs, eg WindowsTM and AppleTM) following the introduction of the personal computer. It was during this period that institutions also moved away from predominantly in-house developed systems to supplier-led solutions.



In essence, two models emerged: Enterprise Resource Planning (ERP) and 'Best of Breed'. The former is a model where an organisation's systems are sourced from one supplier and all aspects are theoretically fully integrated 'out of the box', ie data sharing and transfers between systems are all provided as part of the implementation. For example, student contact information (name, address, telephone, etc) is shared between the student records system for registry purposes as well as the financial system for billing purposes. In some systems this sharing is planned and built into the core architecture, in others (eg where the ERP emerges from supplier merger/acquisition) data sharing is retrofitted through supplier-developed interfacing programs. Critics of ERP systems say that they can be slow to respond to changing demand and they lack niche functionality, eg for sophisticated timetable scheduling or customer relationship management (CRM). Ultimately many ERP installations have required additional peripheral systems to augment the core functionality. In some cases universities have interfaced two different ERP solutions to provide the functionality required, eg the finance element of one ERP has been interfaced with the student records element of another ERP.

'Best of Breed' approaches are those where institutions select separate systems for each area of functionality according to individual specifications. Critics of Best of Breed say that managing the different suppliers, system upgrades and development of bespoke interfaces is an unnecessary and costly overhead. It also leaves the institution vulnerable to commercial factors with suppliers of valued systems being bought out by competitors and small suppliers unable to scale up to meet demand in consultancy and upgrades. Critics of Best of Breed identify the cost and inherent risk of phasing and managing upgrades from multiple suppliers in timescales which are outside the institution's control.

Whether an ERP or Best of Breed, a university's administrative IT structure typically comprises three core systems: student records; finance; and human resources, as well as a range of other specialist systems



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KPMG Project

- Develop a taxonomy of all services
- Identify candidate services
- Define the proposition
- Assess the demand
- Develop business models:
 - CSG's
 - “For Profit” Partners



Questionnaire Content

Student Lifecycle

Recruitment
Application and Admission
Student Records
Retention Management
Student Complaints Management/Resolution
Examinations - Exams and Coursework
Graduations and Awards
Alumni - Development Office

Research Support

Research Support

Human Resources

Payroll and Reward
Employee Relations
Training and Development
Resourcing

Corporate Services

Organisational Governance
Communications and Marketing
Performance Monitoring

Student Support Services

General Wellbeing
Financial Support
Accommodation Provision
Careers and Employability Services

Libraries and Collections

Libraries and Collections

Facilities Management

General
Building (Hard Services)
Soft Services
Assets, Strategy and Reporting
Conference and Events
Energy

Risk and Business Resilience

Resilience Strategy
Resilient Operations

Academic Delivery

Curriculum Management
Field Work Management
Virtual Learning Environment
Distance Learning
Study Skills

Finance

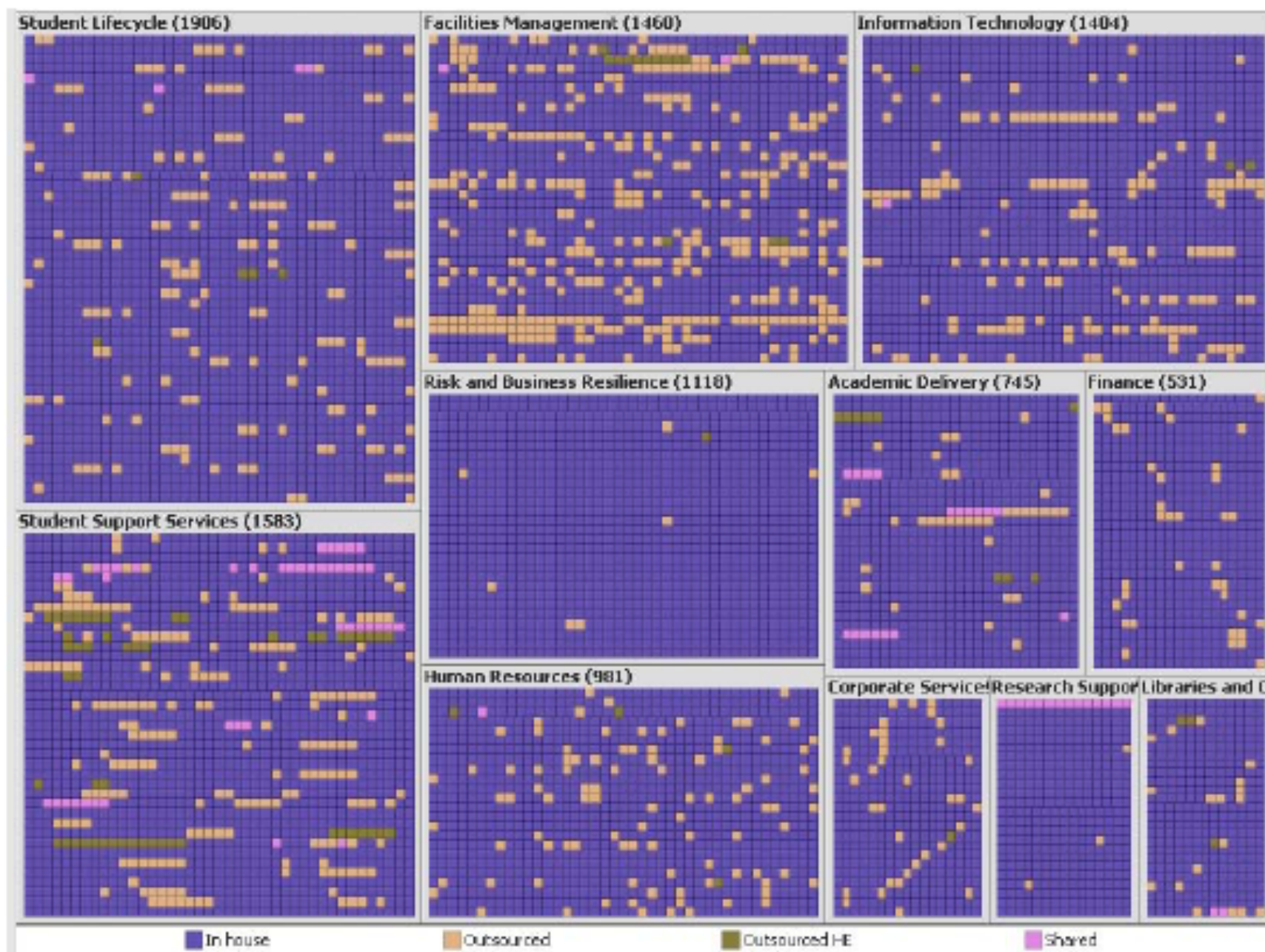
Financial Management
Financial Reporting
Transactional Finance Activities
Taxation incl VAT

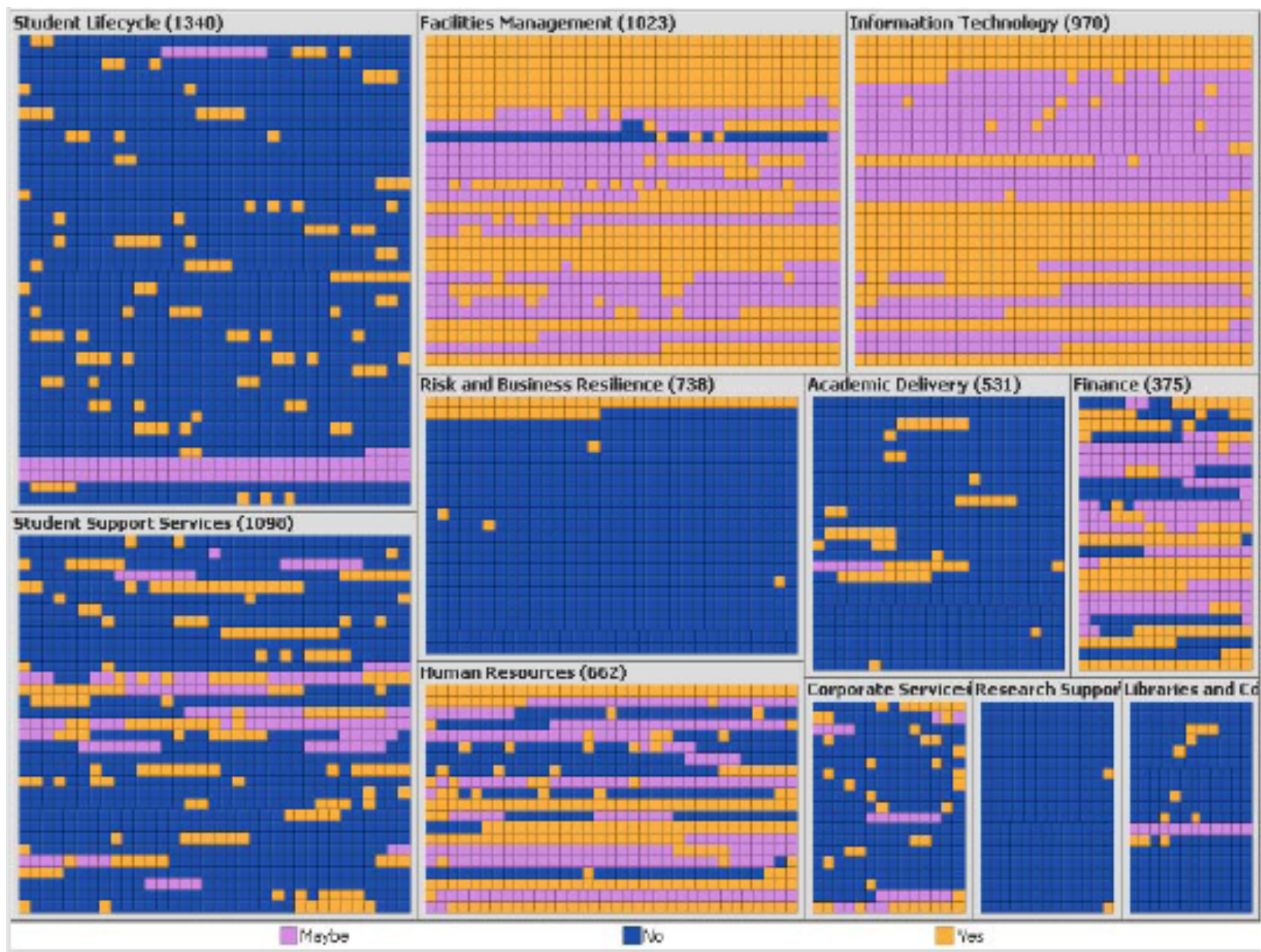
Information Technology

IT Infrastructure and Services
Desktop Services
Web Services
Applications Support - operations, development, training and management reporting
User Support
IT Security

STUDENT LIFECYCLE

	<i>In house</i>	<i>Shared service</i>	<i>Outsourced to private sector</i>	<i>Outsourced to HE institution</i>	<i>Not Applicable</i>	<i>RESULT</i>
Recruitment						
Prospectus Development	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	0
Personalised Prospectus Printing	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	0
Standard Prospectus Printing	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	0
UK Prospectus Distribution (standard mail = in house)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	0
International Prospectus Distribution (standard mail = in house)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	0
Phone/Online Enquiries	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	0
Social Media and Digital Marketing	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	0
Design and Maintenance of Recruitment WebPages	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	0
Open Days Organisation	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	0
Open Days Delivery	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	0
HE Engagement/Widening Participation Events	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	0
Arranging Guided Visit/Accommodation Tours	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	0
Creation and Maintenance of Virtual Tours	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	0
Summer Schools	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	0
International Recruitment - Selection, Contract and Performance Management of Overseas Agents	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	0
Overall score for Recruitment	NOT APPLICABLE					0





Next Steps

- Business Modelling
- CSG's
- Governance Approval

