

# Individual Interest vs. Standardization? How to convince a comprehensive university of a SLcM-project

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# The University of Münster – short profile

- **Founded in 1780**
- **Comprehensive University, one of the biggest in Germany (fourth-largest)**
- **45.000 students (winter semester 2018/19)**
  - 7.000 graduations every year
- **15 Faculties // 120 subjects //280 degree programmes**
  - 7.100 employees
  - 600 professors
  - 4.600 academic staff
  - 1.900 technical and administrative staff
- **238 university buildings, located throughout Münster**
- **Budget in 2017: 642 million euros/ Third party funding in 2017: 145 million euros (medicine included)**

# A long journey up to the start of the SLcM-pro

Technical and functional  
necessity of a new campus  
management system

Preparatory studies  
(2012-2013)

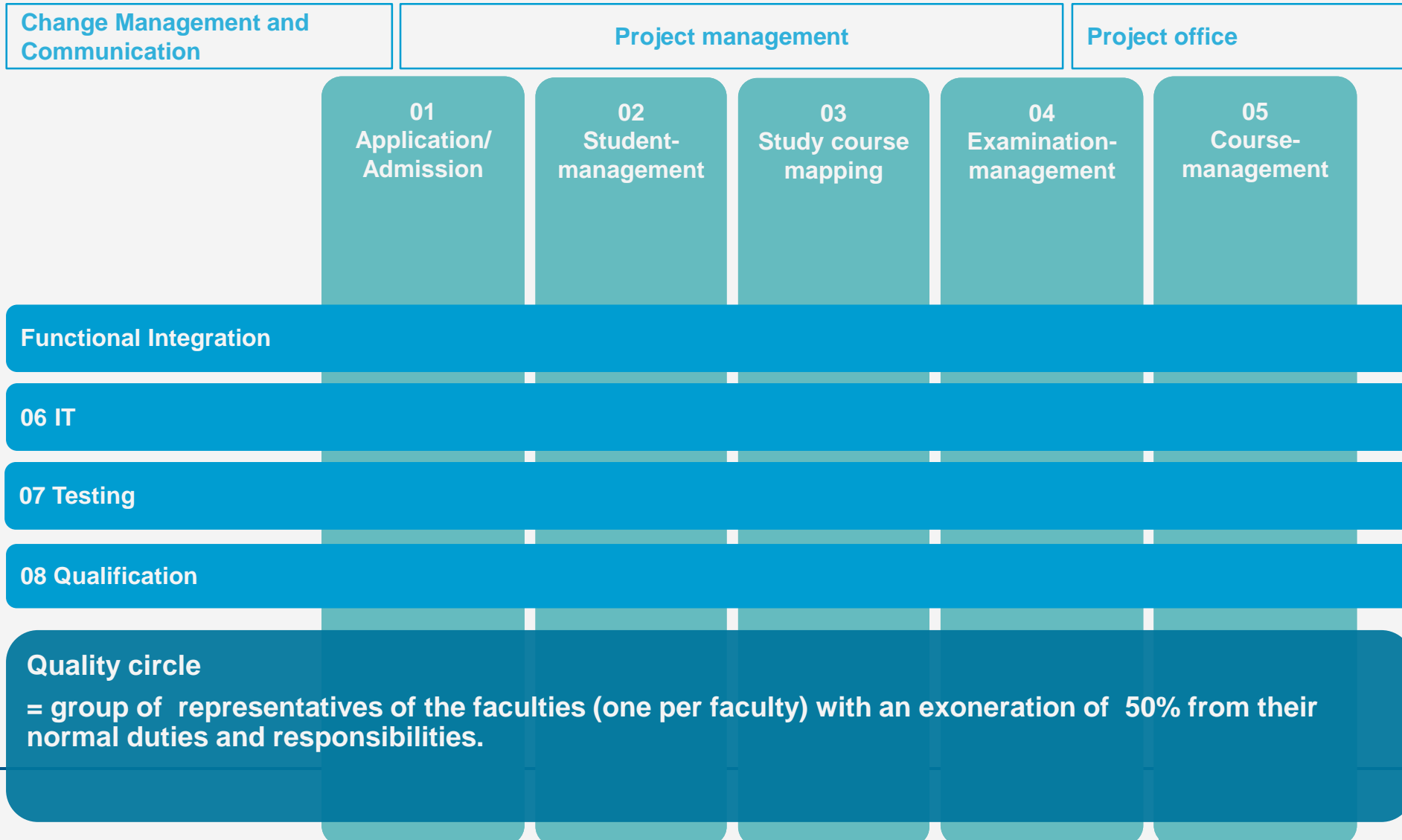
Comparative  
market survey  
(2014-2015)

Evaluation of SAP  
SLcM  
(2015-2016)

Start of the SLcM-  
project  
(03/2017)

Together with CSneovias  
(prime contractor), Dr.  
Pape Consulting, in4md

Björn Kemmoona  
(Marlin Consulting)  
as internal IT-  
project leader



# Harmonisation of a „creative reality“?

- Contracting authority of the project is the rectorate.
- One of the main goals of the project, expressed by the rectorate: a „**harmonisation**“ of the processes and instruments in the student lifecycle.
- The SLcM-project concerns 13 of 15 faculties with a large amount of smaller institutes and entities.
- We have to consider more than 800 examination regulations with all their particularities.
- We have to deal with innumerable ways of individual realisation which have been growing over the past 15 years.

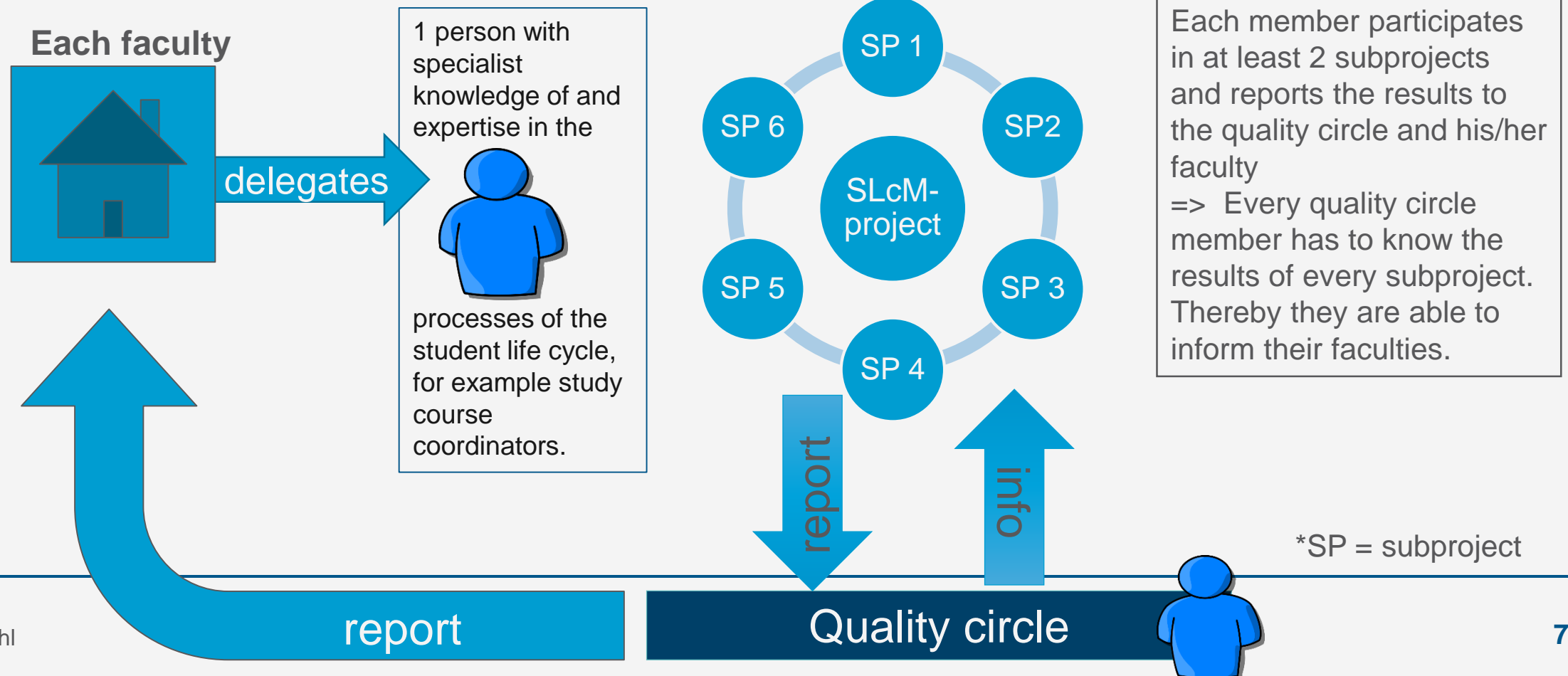
**=> How can you „harmonise“ this grown „creative reality“ without risking permanent frictions?**

# Our Solution: intensive involvement of the faculties

The faculties are involved in the project in different ways and on different levels:

- On a strategic level each faculty delegates a representative to the management committee of the project.
- We inform deans and other boards regularly (bimonthly).
- We inform the university's public two times a year and via a special homepage for the project ([www.uni-muenster.de/campusmanagement](http://www.uni-muenster.de/campusmanagement)).
- On the work level each participating faculty delegates a representative to the so called „quality circle“.

# Functioning of the quality circle (I)



## Functioning of the quality circle (II)

- The members of the quality circle participate in all phases of the subproject: conception, implementation and testing.
- At least once a month the members of the quality circle, the subproject managers and the project managers get together for special project meeting to share the present project status.
- The members of the quality circle has to inform their own deans once in a month.



## Functioning of the quality circle (III)

- The prerequisite for this functioning is an acceptance by the faculties, as they...
  - **...delegate a person with high expertise => those are highly involved in their „daily“ jobs.**
  - **...enable their member of the quality circle to spend at least half of their position on the project => anybody has to get their „normal job“ done.**
  - **...expect a benefit from the SLcM-project => that's hard to believe, if the main goal of the project is „harmonisation“**

## Functioning of the quality circle (IV)

To meet these challenges the university pays 50% of an equivalent academic employee per faculty.

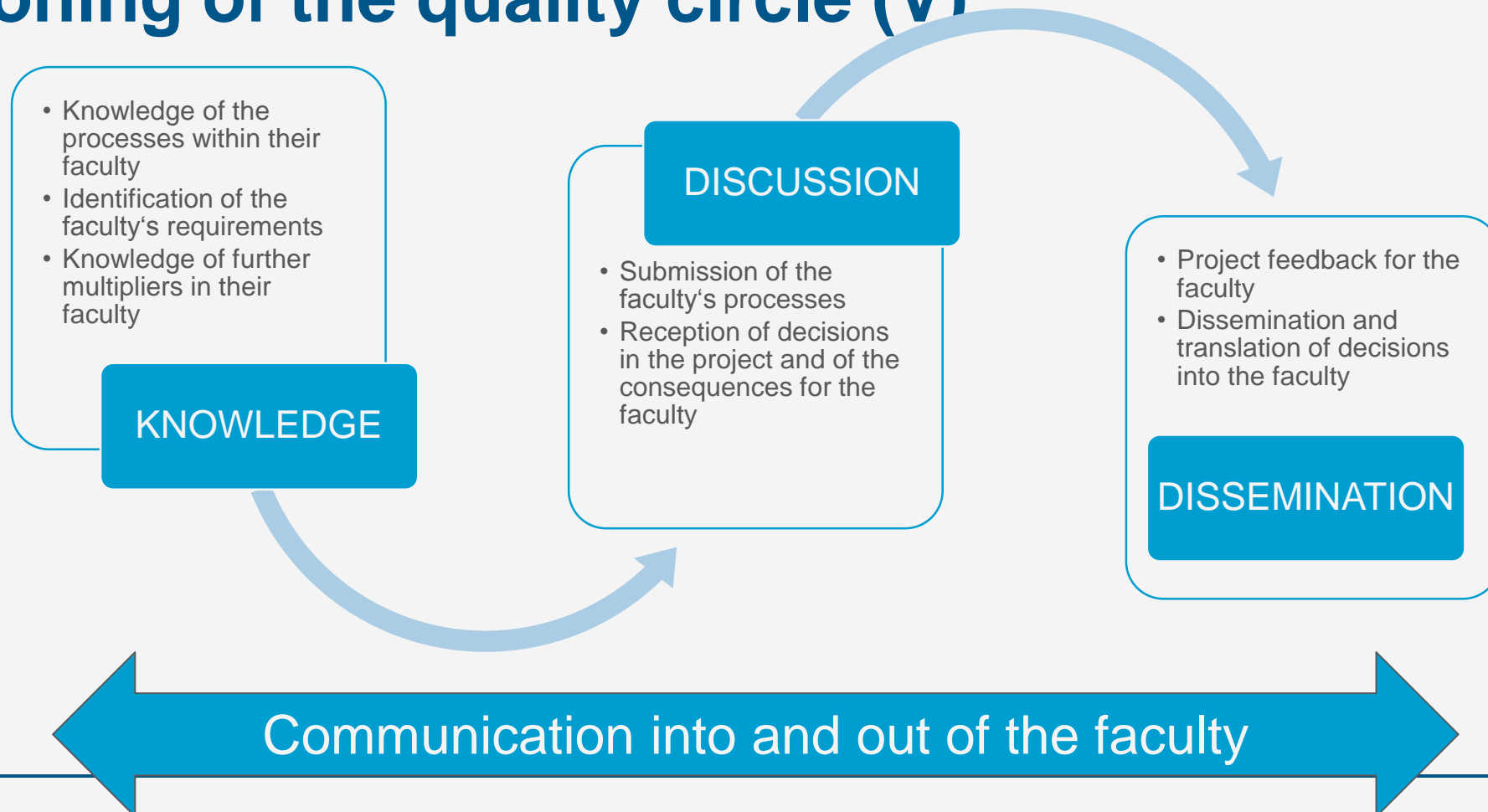
That enables the faculties...

- ...to replace the (wo)manpower of the delegated staff members
- ...to send persons with high expertise
- ...to be involved in every step of the project and to appreciate the benefit directly.

However:

- A) It is an expensive decision because of high personnel costs.
- B) The faculties do not always delegate the „best suitable“ person.

# Functioning of the quality circle (V)



# Functioning of the quality circle (VI)

When harmonisation means a reduction of different ways for one and the same process, then you have to reckon that every person fights for their own established ways.

However:

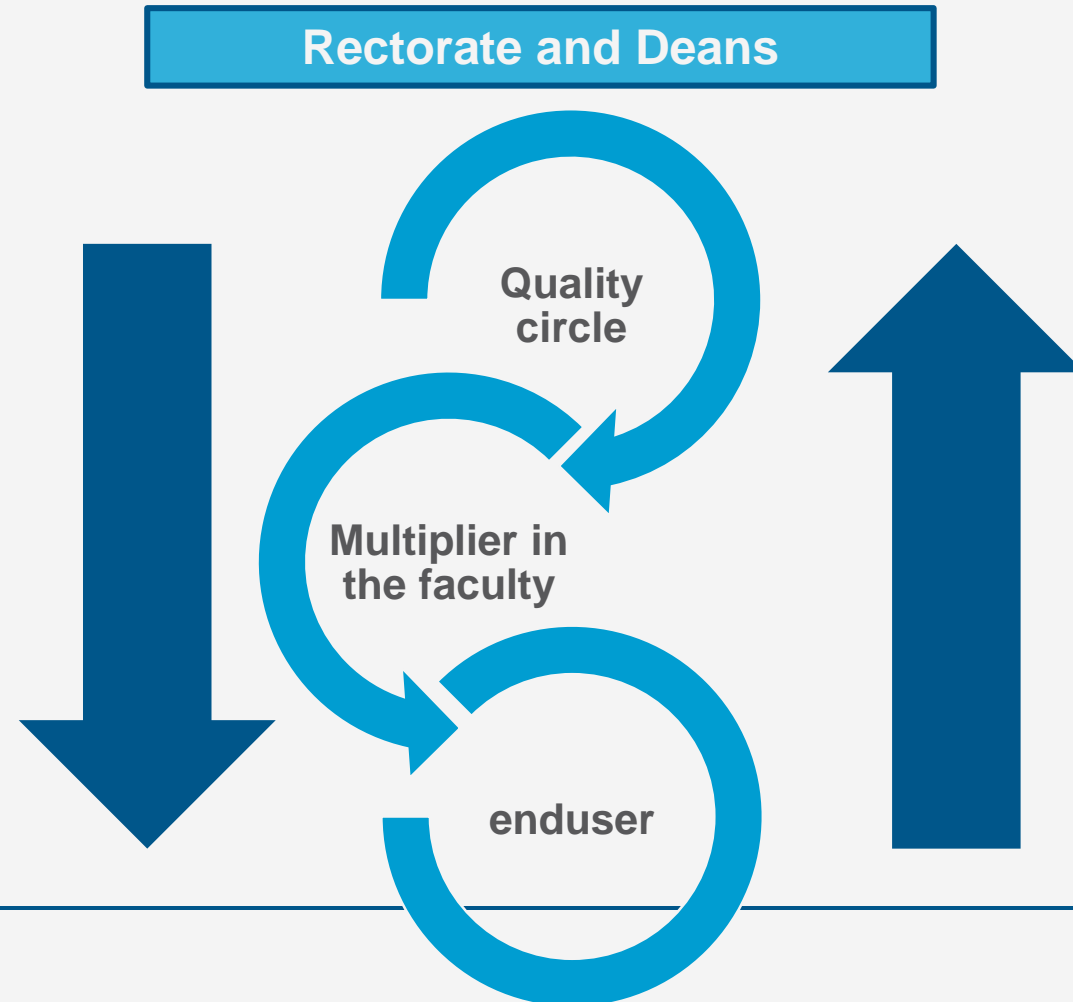
- a) We have cultivated a process for decision making in the best possible way: a process of settling compromises whenever there is more than one option (or a final decision of the project management).

For example: compulsory conflict trainings during the initial phase of the project; carefully moderated workshops during the phase of conception etc.

## Functioning of the quality circle (VII)

- b) The members of the quality circle have realized that they actually can learn from each other. In a nutshell: different ways are not always bad ways.
- c) They have realized in addition, that they have to present the final solution to their faculties – so they are interested and motivated in a special way. That's not always their own way.

# Cooperation



# A long journey – together

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Strategic decisions are made together with the faculties

## You have to pay a prize...

The intensive involvement of the faculties does not come for free:

- discussions, workshops etc. take their time – a lot of time
- the costs for the quality circle members have to be taken into consideration

## ... to get the results...

- the faculties and their members are well-informed and have a positive attitude towards the project
  - The faculties support decisions as they are involved in the project
  - Nobody can say “it was a decision made by the administration”



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