

Information Technology Governance for Tunisian Universities (ITG4TU)

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Report on Best Practices – Halden

University of Manouba

ITG4TU CONSORTIUM



AMENDMENT HISTORY

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1	1		Imed Riadh FARAH	improvements
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CONTENTS

1. General explanation about the visit to Halden	1
2. Lessons Learnt during the visit and after the arrival	2
3. IT Governance	2
1. IT operations at Østfold University College – some key numbers and services	3
2. IT Governance in HEIs in Norway	3
3. IT Governance at Østfold University College	5
4. Conclusion	5



1. General explanation about the visit to Halden

From 7th to 11th May, the ITG4TU consortium, mostly with the internal team formation, visited the Høgskolen i Østfold - Østfold University College (OUC) on the score of study Best Practices on IT Governance. The aim of the visit is to know firsthand a real case study about a governance framework implantation based on ISO 38500 standard.

Participants from University of La Manouba, and other universities, were welcomed by Ricardo Colomo-Palacios, as a representative of OUC. They had the opportunity to meet with the CIO, who explained in detail the OUC operation, the Rector Hans Andreas Blom who explained the OUC governance structure, its studies and infrastructure, the Research Director Trine Eker Christoffersen who presented the main studies an new lines of research, and the IT Dean Harald Holone who specified more about IT studies and research.



The visit of Halden was also very interesting because it was an opportunity for the invited team to finalize the draft of the Tunisian framework that was based on the Spanish ITG framework. Furthermore, the attendants from university of La MAnouba took advantage of the visit to work on the framework to be applied in their university and the current status of their IT governance. EU partnes review their document already sent and gave some improvement recommendations. They could also prepare some deliverables related to dissemination activities and to sustain it in the future. Different activities and exercises were proposed by the animators to better understanding the status of the project and what are the first steps needed towards its completion.

The team involved in the IT governance best practice visit in Berlin was composed of the coordinator and two members:



YOUSSEF BEN HALIMA: PhD in computer science and Coordinator of the university of Manouba for the ITG4TU Project.



	IMED RIADH FARAH: Professor in Computer science and former director of the ISAMM institution.
	FAROUK KAMOUN: Emeritus professor at the ENSI School and president of SESAME School.

2. Lessons Learnt during the visit and after the arrival

A lot of lessons can be learnt from the Norwegian example:

- The importance of the CIO: the CIO is a very important job to have in the Høgskolen i Østfold - Østfold University College, he provides the necessary support for the governance team concerning the strategy of the university about IT.
- The CIO also spends near 90% of the time in management operations and only 10% of the time in strategic operations and IT governance operations.
- The digitalization of the processes gives the opportunity to the university to put the sector in a better position to achieve the goals of education and research.
- The role of the infrastructure in IT governance is important and allows the services to be hosted and managed by the university.
- Spending 25% of the budget in investment on IT allows to progress in digitalization and quality service.

3. IT Governance

Jørgen Grønlund – as a CIO, gave some key numbers and services, he explained the IT Governance in Higher education institutions in Norway and especially in at Østfold University College.



1. IT operations at Østfold University College – some key numbers and services

The Østfold University College contains 7000 students, 550 employees and 2 campuses in the cities of Halden and Fredrikstad.

The IT organisation is composed of ICT-department supporting the 2 campuses headed by the CIO. It contains three axes: the first one is IT operations with 24 employees and 4 apprentices responsible of IT operations and Helpdesk, the second is The Archive with only 3 employees and the third one is Marketing and communications with 5 employees responsible for Marketing in general, and studies particularly and Web and social medias.

The IT Operation - Key expertise and core services concerns: Client operation, Network, Servers, Information security, Storage and backup, Printing, Support/HelpDesk, Audio/video setups for lecture halls and classrooms and Communications and email.

IT infrastructure contains 500 laptops, 90 % are running windows, 100 workstations (classrooms and public areas, 100% running Windows), 25 physical servers (Running 100 virtual machines, 50 windows, 50 linux)

The capacity of Storage is about 50 TB and the Backup is done on 40 TB Disc and 60 TB on Tapes, the Replication, off-site is about 60 TB Disc.

The budget of IT is about 3.5 million euros, 50 % for salaries, 25 % for investments and near 25 % for running operations.

In the university, many core services hosted and operated inhouse like Storage, Backup, Email But more and more cloud for Office 365, LMS and Digital exams and assessments.

Students demand more personalized services and fewer platforms. They want «everything in one place» e.g.: students want their time schedules to be personalized and to contain all information about upcoming lectures and tutorials, name of the lecturer, the topic to be taught, relevant literature and so on.

Employees demand services on higher level, «not enough with the basics» they ask for support and training in digital tools and techniques for use in teaching and lecturing (advanced use of Office 365, flipped classroom, advanced collaboration etc, screencasting, recording and streaming of lectures etc), for Lab-support and finally for tools and support for processing of sensitive personal data.

2. IT Governance in HEIs in Norway

The Main Actor for IT Governance in Norway is Ministry of Education and Research with 21 state universities and university colleges and it is the Main funder - about 90% of total budget (64 of 70 million euros) for Østfold University College.

There is 2 important departments at the Ministry of Education and Research :

- The UNIT - Facilitating joint services for administrative tasks, education, and research for HEIs.



- Uninett - runs and develops Norway's research and education network : Delivering secure, high capacity networking to all Norwegian universities and univeristy colleges for 25 years.

Figure 1 shows how the Network is setup in Norway and the quality of connexion between universities.

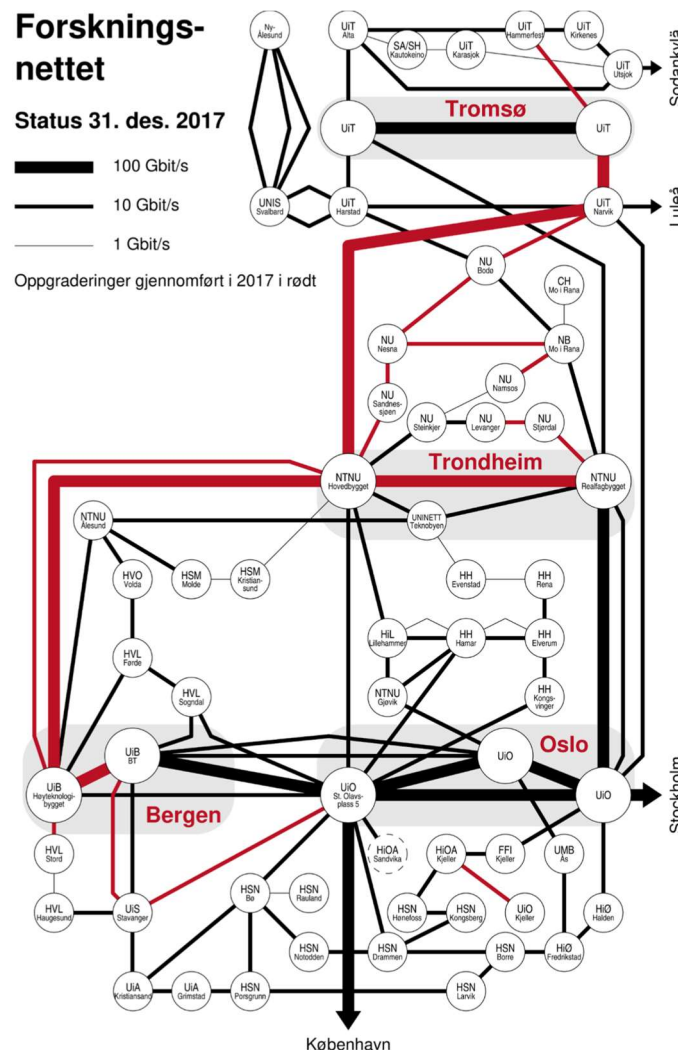


Figure 1 : Network Connection in Norway

The Ministry gives strategic guidelines, most current – «Digitalisation strategy for the higher education sector 2017-2021». The most relevant stratgic objectives are :

- «Digitalisation is a tool for making fundamental changes to the processes, content, and forms of work that can put the sector in a better position to achieve the goals of education and research: high quality and relevance, and access to education for all»



- «The sector has effective infrastructure solutions and has developed a number of joint services for administrative tasks, education, and research. Nevertheless, there is significant potential for further efficiencies and improvement in quality by exploiting existing and new ICT solutions»

The Ministry has strong emphasis on digitalization and the use of ICT to operate more efficient and deliver higher quality services and access to education for all.

3. IT Governance at Østfold University College

IT supports the main strategy and operations of the University College

The CIO's responsibility to plan and conduct the guidelines and other requirements issued by the Ministry and to report to the CEO. There is a frequent coordination meetings between Rector and chief officers and Rector is the head of the steering groups for larger projects, such as the digitalization of campus project.

For budgeting and priorities, we note that from October to December, the budget and the main activities are processed for upcoming year. Rector and chief officers coordinate, prioritize and plan based on the strategy of the University College, the needs and wants from faculties and the guidelines and demands from authorities. And finally the University College board concludes.

For the upcoming two years the university plan for more standardisation, both on hardware and software, establish and conduct yearly user feedback surveys, move more services to the cloud, expand partnerships and collaboration with other HEIs in Norway, expand collaboration with the research and studies administrations, establish higher level services for students and employees. This will enable the university to respond to the Ministry's guidelines, have the capacity to understand, respond and deliver on new user demands and keep evolving in IT operations relevant and inhouse.

4. Conclusion

The Ministry of higher education in Norway give guidelines for universities to follow, the universities decides of the budget and the facilities to achieve those guidelines. They have a CIO and they plan the strategies of the university together. All the IT team and infrastructure are implemented to ensure the success of the IT governance in Norwegian universities.