



Friday 17th June 2011

Time: 09:30 - 10:00

## **Selection of Integrated Campus Management Systems: The Case of AlmaWeb**

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### **Abstract:**

Due to the Bologna Process more and more German universities consider how integrated application systems can help to improve the performance of their administrative processes in education. Based on the notion of a student lifecycle and well-proven concepts of Enterprise Resource Planning (ERP) software a specific class of integrated application systems for process management in higher education has been established recently. Some time ago, these systems were known as Student Information Systems, nowadays, they are often called Campus Management Systems (CMS). In the business sector, many examples have shown that implementing integrated application systems is a complex undertaking. Failure in selecting suitable software solutions as well as project partners may result in severe difficulties. Within the whole implementation process, the appropriate selection of a solution is an important element of the entire project. This paper aims to provide an insight into this selection process by comparing ERP selection methodologies against experiences from CMS selection processes and describing an in-depth case study from a major university in Germany. Theoretically, the selection process of the ERP field consists of similar steps as required in the CMS domain, but there are also some important differences. Therefore, universities should adapt elements from ERP methodologies resulting in a top-down approach with decentralized elements. We suggest that universities should use a participative approach for selecting the right CMS for a successful implementation. The key challenge is to find the right mix of central and local organizational elements.